This document outlines IMO’s strategy for enhancing maritime security in West and Central Africa in order to counter piracy, armed robbery against ships and other illicit activities and to support the development of a vibrant, sustainable maritime sector.
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International Maritime Organization (IMO) Strategy for Implementing sustainable maritime security measures In West and Central Africa

Maritime economic and social development

1. International trade is critical to many African economies, with over 90% of African States’ imports and exports conducted by sea. Safe and secure maritime transport is therefore key to successful trade and growth in Africa and fundamental to the sustainable development of African States’ economies.

2. With the security situation in the waters off the Somali coast showing signs of improvement throughout 2013, increasing attention has been afforded to address the long-time challenge of piracy and armed robbery in the Gulf of Guinea. At the same time, the coastal states of West and Central Africa are facing a range of equally pressing concerns in their maritime domains, all of which - like the challenge of piracy - will benefit from increased capacity to monitor territorial and international waters and to enforce relevant laws both ashore and at sea.

3. African States’ share in world trade stands at about 3% on average, while intra-African trade averages around 10% of Africa’s total trade. The continent’s share of exports to the world has declined over the years - standing at an average of 2.5%, a net decline from 10% in the 1950s. In addition, African States attract only 2-3% of global Foreign Direct Investment (FDI) and contribute another 1% to world GDP.1

4. The African Union’s (AU) Integrated Maritime Strategy 2050 (AIMS 2050) recognizes that Africa’s maritime domain has vast potential for wealth creation and that support is needed in the effort to boost intra-African trade. Thirty-eight (38) African countries are either coastal or island states while fifty-two (52) of its over 100 port facilities handle containers and various forms of cargo. A realization of the potential would require identifying, strengthening and supporting sectors with the most growth opportunities (such as ports, aquaculture, renewable energy, submarine telecommunications, tourism and marine biotechnology). Furthermore, both renewable marine resources as well as hydrocarbons in the African maritime domain (with global oil and gas prices driving new exploration projects in several countries) hold significant promise to boost economic development and sustainable job creation.

5. International shipping in itself also presents a substantial employment opportunity. Today there are approximately 1.5 million seafarers worldwide, and this number is expected to rise in future. Given that seafarers from African countries are currently underrepresented, there is considerable room for growth in this area. Furthermore, ancillary services in ports as well as operational and managerial tasks based on land also provide employment opportunities. To this can be added the related industries  

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that supply goods and services to the maritime companies and which together comprise the entire maritime cluster.

6. To capitalize on their considerable assets, African States must confront and overcome major challenges in their maritime domain. These include illegal activities such as piracy and armed robbery against ships; illegal oil bunkering and theft of crude oil; threats to offshore oil and gas production; illegal, unreported and unregulated fishing; arms, drug and human trafficking; environmental damage caused by dumping of toxic waste and discharge of oil and other pollutants; and general threats to navigational safety.

**IMO role in capacity building**

7. IMO is the United Nations specialized agency responsible for safe, secure and efficient shipping and the prevention of pollution from ships. The Organization has a robust technical cooperation programme that gives priority to African States in the allocation of resources to assist them to build their capacity, including the training of government and private sector officials in the implementation of international instruments.

8. Developing nations recognize the important potential benefits of improved port operations and resilient, secure infrastructure. IMO can help build legal and technical capacity for improved maritime transport opportunities in regions which have yet to fulfil their economic potential in international markets. This assistance aligns closely with the UN Millennium Development Goal (MDG) of developing a global partnership for development, and also contributes to the MDGs of eradicating extreme poverty, promoting gender equality and empowering women, and ensuring environmental sustainability. Such activities will also support the post-2015 development agenda.

9. In addition to IMO’s regular integrated technical cooperation programme (ICTP) which focuses on strengthening institutional/human capacities for uniform and effective compliance with IMO instruments and quality standards, IMO has developed a specific framework for West and Central Africa as laid out in this strategy paper, enabling stakeholders, recipient countries, regional organizations and others to cooperate to ensure secure ports, anchorages and offshore installations, counter piracy, armed robbery and other illicit activities, protect the marine environment, and enhance navigational safety.

**Strategy for West and Central Africa, including Gulf of Guinea**

10. In addition to the normal programme of technical cooperation activities, IMO has had an interest in assisting Member States in West and Central Africa to develop and enhance their capacity to address issues and challenges in their maritime domain for some time. In 2006, IMO and 25 countries of the Maritime Association of West and Central Africa (MOWCA) initiated a process that led to the signing of an MOU on the Establishment of a Sub-Regional Integrated Coast Guard Function Network (the IMO/MOWCA MoU). These coast guard functions include countering piracy and
armed robbery against ships; maritime and offshore energy supply security; addressing illegal migration; preventing the trafficking of drugs, weapons and people; operating search and rescue services; and the prevention of pollution and protection of the marine environment. Since then, IMO has been conducting capacity building activities in the region under a modest programme that includes table top exercises, seminars and maritime security-related training.

11. IMO’s initiatives take place within the wider context of United Nations Security Council resolutions 2018 (2011) and 2039 (2012); United Nations General Assembly resolutions including resolution 67/78 on Oceans and the law of the sea; the Zone of Peace and Cooperation in the South Atlantic; the maritime strategies of the African Union, the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS) and the Gulf of Guinea Commission (GGC), MOWCA and, in particular, the Code of Conduct concerning the repression of piracy, armed robbery against ships and illicit maritime activity in West and Central Africa. The Code of Conduct was adopted formally in Yaoundé in June 2013 by Heads of State or their representatives from 25 West and Central African countries, including 13 Presidents.

12. The Code of Conduct welcomes the initiatives of the IMO and other donors to “provide training, technical assistance and other forms of capacity building to assist Governments, upon request, to adopt and implement practical measures to apprehend and prosecute those persons engaged in transnational organized crime in the maritime domain, maritime terrorism, and illegal, unreported, and unregulated (IUU) fishing”.

13. The 28th session of the IMO Assembly in December 2013 unanimously adopted resolution A.1069(28) on Prevention and suppression of piracy, armed robbery against ships and illicit maritime activity in the Gulf of Guinea. The resolution, inter alia, calls upon Governments, in cooperation with the Organization and as may be requested by Governments of the region, to assist these efforts and to consider making financial contributions to the recently created IMO West and Central Africa Maritime Security Trust Fund.

Effective implementation of IMO Conventions

14. IMO is working to implement all of the key areas identified in the Code of Conduct and the IMO/MOWCA MoU. Depending on the level of contributions received, the new IMO West and Central Africa Maritime Security Trust Fund will sustain and escalate the intensity of IMO’s engagement to achieve these goals. In general terms, the aim is for the IMO Member States in West and Central Africa to put in place national legislation to criminalize piracy, attacks against ships, and other illicit maritime activities; coordinate structures and procedures; and have in place well-trained operational, technical and logistical personnel to effectively discharge their responsibilities in all aspects of maritime safety, security and marine environmental protection, thereby also enhancing regional trade by sea. A more detailed analysis of the measures to be implemented is given in Annex A. This initiative complements the
Organizations 2014 World Maritime Day theme: “IMO conventions: effective implementation”.

Creating pull instead of push

15. IMO’s continuing programme of table top exercises in West and Central African coastal States has proven highly successful. The expected outputs from these are the development of national maritime strategies, national maritime security strategies, national maritime security committees and national maritime security implementation plans and procedures. The table top exercises have first of all raised awareness of the importance of the maritime domain, and have helped stimulate an appetite for increased inter-agency cooperation and capability development in the countries visited. Secondly, they have helped receiving States to identify their needs including implementation strategies, and thus IMO (in partnership with other agencies where appropriate) will be able to offer technical assistance to those Member States to enable them to enhance their capabilities. It is important to stress that such support is at the request of the Member State and is firmly premised on the principle of ‘pull rather than push’. Further table top exercises are planned during 2014 in Angola, Benin, Cameroon, Cape Verde, Guinea, Nigeria and Togo.

16. Interest and demand for IMO’s capacity building assistance has increased throughout 2013. The principal reason for the positive reception by previous host countries and a “knock-on effect” with their neighbours is the realization that well implemented coast guard responsibilities can play a major role in unlocking the potential of coastal states’ exclusive economic zones by developing the off shore sector, including viable national fishing industries. The table top exercises are only the first step in a phased approach to achieve this.

Regional training based on Africa-to-Africa development

17. Pursuant to the implementation of the Code of Conduct and IMO/MOWCA MoU (and subject to availability of funds), IMO will undertake regional and sub-regional training activities for participants from neighbouring countries and regions with a view to exchanging best practices, confidence building and nurturing cross-border cooperation on issues of relevance. For example, in July 2013, more than 60 participants from the 20 coastal Member States of the Port Management Association of West and Central Africa (PMAWCA) joined international experts for a seminar on maritime and port security, held in Cotonou, Benin, organized by IMO in conjunction with PMAWCA. The seminar afforded participants an opportunity to exchange best practices and highlighted the importance of cross border cooperation.

18. A planned regional seminar on best practices to curb the number of stowaways is currently scheduled to take place in Abidjan, Côte d’Ivoire, in March 2014 with the participation of port security and immigration officers from more than 12 ports in West and Central Africa.
19. Expanding on such an Africa-to-Africa approach it is intended to partner with UNODC to hold a seminar on the lessons learned in developing frameworks for the prosecution of pirates and other offenders whereby national judges, lawyers and law enforcement officers from signatory States to IMO’s successful Djibouti Code of Conduct will share their countries’ experiences with their counterparts from West and Central Africa.

**A continued follow-up engagement**

20. A number of countries will require tailored assistance, such as legal reviews to ensure that the national legislation, practices and procedures meets the countries’ obligations and their aspirations to manage their maritime domains. IMO can provide a range of training and education options but can also facilitate broader assessment and mapping of needs and act as an ‘honest broker’ with appropriate international development partners to provide specific expertise outside of IMO’s direct remit. The IMO Secretariat makes a point of emphasising the need for sovereign IMO Member States to determine their own capacity building needs in support of their national objectives as this will lead to the most efficient coordination of efforts, a more likely match between needs and offers, and national ownership of the process. In IMO’s experience, the latter element is key to ensuring success and sustainability.

21. Such an approach does not mean that a Member State will be ignored until it approaches IMO or an international partner with a well described project for technical assistance. Rather, following the table top exercises, it has become clear that an ongoing dialogue with national authorities is vital in helping to identify the next steps and appropriate follow-up assistance.

22. The speed with which a country makes progress is dependent on numerous factors, especially the clear commitment to change by national decision makers at all levels. The signatories to the Code of Conduct and the IMO/MOWCA MoU include countries that are well ahead in the implementation of IMO instruments and requirements under SOLAS and MARPOL as well as countries which have only recently begun the implementation process. Thus, technical assistance programmes must be tailored to the needs of each Member State, and the IMO Secretariat coordinates its efforts actively with international development partners within the G8++ framework for the Friends of the Gulf of Guinea (FoGG).

**Embedded expertise will accelerate change**

23. In order to help in the thorough identification of needs and implementation requirements under the Code of Conduct and the IMO/MOWCA MoU, IMO envisages embedding carefully selected experts in a number of countries which have expressed an interest in making progress to regulate their maritime domains. Such a programme of embedded experts will also cement the idea that the sovereign Member State is the coordinating and authoritative entity. Embedded experts will have the opportunity to maintain a close, confidential dialogue with local officers to establish assistance needs and help establish cooperative mechanisms, both nationally and regionally.
24. By embedding expertise simultaneously in a range of countries and facilitating communication channels between participating countries, IMO will move forward both national and regional cooperation and information sharing at an accelerated pace. States leading by example will create peer pressure - the selected countries will demonstrate possible paths to successful implementation.

25. Based on the recommendation of embedded experts and upon request from member countries, IMO will offer tailored technical expertise on ship and port facility security (ISPS Code and ILO/IMO Code of practice on security in ports), maritime situational awareness, the conduct of harmonized maritime security control and compliance and port State control inspections (in line with the work undertaken by the Abuja MoU), information sharing, mutual support, contingency planning, joint operations and response, based wherever practicable on existing infrastructure and procedures, including the IMO-developed maritime rescue co-ordination centre (MRCC) networks and oil spill response programmes.

**Educating next generation of African maritime leaders**

26. Subject to availability of funds, IMO envisages promoting the study of maritime subjects and, in particular, maritime technology, in African universities, e.g. the Regional Maritime University (RMU) in Ghana and L’Académie Régionale des Sciences et Techniques de la Mer (ARSTM) in Côte d’Ivoire. IMO would also attach great value in sponsoring African personnel to study at the World Maritime University and/or International Maritime Law Institute. In accordance with the Code of Conduct, countries have also agreed to the offer of places on national training courses to other States, subject to payment of relevant costs – another facet of Africa to Africa assistance.

**Cooperation with development partners**

27. Key to the unlocking of many countries’ maritime potential will be improved utilization of existing resources and assets. It is not important to build a new Coast Guard per se, rather, it is important to perform maritime law enforcement with the national assets which are available, including vessels of the navy. IMO is working to promote increased inter agency cooperation, including civil-military cooperation.

28. In every initiative, IMO is working in close cooperation and coordination with other UN bodies, particularly UNODC, FAO, UNHCR and the regional offices of UNOCA and UNOWA, as well as other international partners such as Interpol and WCO, and development partners such as Japan, France, US Africa Command, China, the United Kingdom, the European Union, Norway and others. IMO is also supporting developments led by the Oil Companies International Marine Forum (OCIMF) to make operational a regional maritime trade information sharing centre (MTISC) in Accra, Ghana, and as stated above the Organization has a highly successful ongoing cooperation with PMAWCA.
29. Further details on the strategy, its cost elements, cost breakdowns and more detailed breakdown of critical measures to be implemented are given in the annexes as follows:

   Annex A: Critical measures to be implemented
   Annex B - Description of envisaged cost elements
   Annex C: Budget proposal
   Annex D: Detailed breakdown of critical measures to be implemented

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Annex A: Critical measures to be implemented

In order to achieve the objectives of the Code of Conduct and the IMO/MOWCA MoU a number of critical measures need to be developed at the national level. These include:

- Establishment of a *national maritime security committee* or other system for co-ordinating the related activities between the departments, agencies, control authorities, and other organizations of the State, port operators, Companies and other entities concerned with, or responsible for the implementation of, compliance with, and enforcement of, measures to enhance maritime security and search and rescue procedures.

- States will establish, as necessary, a *national maritime security plan* with related contingency plans (or other system) for harmonizing and co-ordinating the implementation of security measures designed to enhance their security in the international maritime transport sector with those of other modes of transport.

- In order for the countries to be able to *effectively prosecute*, in their domestic courts and in accordance with relevant domestic laws, perpetrators of all forms of piracy and unlawful acts against seafarers, ships, port facility personnel and port facilities, training and legal assistance will be offered in cooperation with UNODC and others.

- The designation of a *national focal point* to facilitate coordinated, effective, and timely information flow among the Signatories is fundamental. The national focal point must represent the decisions of the national maritime security committee.

- It is envisaged that countries will establish *piracy information sharing centres* capable of receiving and responding to alerts and requests for information or assistance at all times. States in the region that have signed or will sign the Code of Conduct would have access to the information sharing network and arrangements. The network should include information links to coastal and fishing communities to report on coastal activity and crowd-source information.

- Long range identification and tracking of ships (LRIT) systems, ships’ automatic identification systems (AIS), land based or airborne radars, fishing vessel monitoring systems, vessel traffic systems and airborne surveillance platforms as well as ship security alert transmissions can provide valuable and real time information that can be used and be a great aid to law enforcement authorities and the military in their efforts to protect ships and to interdict, pursue and arrest suspected criminals. Hence, the establishment of a *maritime surveillance system* which would integrate the available data would be conducive to the successful implementation of the provisions of the Code of Conduct and the IMO/MOWCA MoU.
Annex B - Description of envisaged cost elements

Principal receiving countries


Cost elements

In order to ensure the effective implementation of the newly adopted Code of Conduct concerning the repression of piracy, armed robbery against ships and illicit maritime activity in West and Central Africa, the IMO Secretariat will coordinate and conduct national needs assessment and assistance missions as well as legislative, policy and governance inter-agency workshops, including table top exercises.

The project team within the Sub-Division for Maritime Security and Facilitation will work in coordination with IMO staff from other sub-divisions and be supported by subject-matter experts contracted on an as required basis. If resources allow, the project team will be supplemented by additional staff recruited for defined roles. The focus will be on working with IMO States and regional bodies to generate the implementation of appropriate national maritime security policies to safeguard maritime trade from all forms of unlawful acts; national legislation, practices and procedures, which together provide the security necessary for the safe and secure operation of port facilities and ships at all security levels; and national legislation which ensures effective protection of the marine environment.

National and sub-regional training courses (group training) comprising participants from neighbouring countries and regions is envisaged with a view to exchanging best practices, confidence building and cross-border cooperation (Africa-to-Africa approach).

Using selected high-level subject-matter experts employed on a part time but long term (probably up to 2 years) basis to work with individual States to mentor and facilitate progress at the national level, for example to help establish and institutionalise the national maritime security committee and steer the drafting of national maritime security programmes, will be a cornerstone of the programme. Running such projects simultaneously in a number of countries will accelerate change by maintaining close local dialogues, identifying gaps and establishing cooperative mechanisms, both nationally and regionally.

Missions undertaken in regard to information sharing would be to enhance the information sharing network and arrangements from a technical point of view and in terms of training and engagement of identified focal points; to further develop technical specifications and to identify training needs; to identify and assess the condition of any existing facilities that may be integrated; to identify any facilities that States in the region contemplate to establish which may be integrated and to collect related information.
Missions undertaken in regard to *maritime situational awareness* would be with the purpose to develop a preliminary maritime surveillance system at a national level that can later be integrated regionally by using data which States in the region would be willing to share; to develop preliminary technical specifications, provide cost estimates, identify any training needs; identify and assess the condition any existing facilities that might be integrated; to identify any facilities that States in the region contemplate to establish which may be integrated and to collect related information.

*Funding of study programmes* for African personnel would be dedicated to sponsorship of African personnel to study at the UN World Maritime University and the International Maritime Law Institute. Costs would also cover promoting the study of maritime subjects and, in particular, maritime technology, in African universities, e.g. the Regional Maritime University in Ghana and L'Académie Régionale des Sciences et Techniques de la Mer in Côte d'Ivoire.

It is envisaged that, following an initial scalable time period where the project would bolster and complement IMO’s existing engagement (e.g. 3 years), the countries of the region would then be able to conduct on-going initiatives with a level of support from IMO to be specified during such a phase.
Annex C: Budget proposal

Strategy Outline for intensified IMO engagement in implementing sustainable maritime security measures in West and Central Africa

Proposal A. Funds allocated for all phases

<table>
<thead>
<tr>
<th>Resource/Activity</th>
<th>Estimated cost per annum (US$)</th>
<th>Total project cost (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National needs assessment and assistance missions</td>
<td>200,000</td>
<td></td>
</tr>
<tr>
<td>Legislative, policy and governance interagency workshops, including actual table top exercises</td>
<td>250,000</td>
<td></td>
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<tr>
<td>Establishment of information sharing network and arrangement, including enhancement of maritime situational awareness</td>
<td>400,000</td>
<td></td>
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<tr>
<td>Regional Training Courses (group training)</td>
<td>300,000</td>
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<tr>
<td>Embedding experts in selected countries simultaneously to achieve synergies and accelerated change</td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td>Funding of study programmes for African personnel</td>
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Proposal B. Funds allocated for critical next phases

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<th>Total project cost (US$)</th>
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<tr>
<td>National needs assessment and assistance missions</td>
<td>200,000</td>
<td></td>
</tr>
<tr>
<td>Legislative, policy and governance interagency workshops, including actual table top exercises</td>
<td>250,000</td>
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<tr>
<td>Establishment of information sharing network and arrangement, including enhancement of maritime situational awareness</td>
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<tr>
<td>Regional Training Course (group training)</td>
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<td>Embedding experts in 4-5 selected countries simultaneously to achieve synergies and accelerated change</td>
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<td><strong>Estimated annual total funding requirement</strong></td>
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Annex D: Detailed breakdown of critical measures to be implemented

In order to achieve the objectives of the Code of Conduct and the IMO/MOWCA MoU, States in West and Central Africa will need to implement a number of critical measures. At the macro level, these include:

.1 Developing a national maritime strategy that stipulates key priorities for the development of the maritime sector and the exclusive economic zone (EEZ);

.2 Developing a national maritime security strategy to support the national maritime strategy;

.3 Establishing a national maritime security committee involving all key maritime stakeholders;

.4 Ensuring that the national maritime and maritime security strategies are underpinned by a robust legal framework;

.5 Developing national and local maritime security plans, practices and procedures to implement the national maritime security strategy;

.6 Formulating a plan of action that identifies the specific actions to be taken including priorities, timelines and sequence of implementation; legislative, infrastructure, training and equipment needs; and roles and responsibilities of all key maritime stakeholders; and

.7 Taking ownership of the plan of action so that the receiving State calls in and coordinates assistance from investors and the international community.

Through becoming Signatory States to the Code of Conduct, States in West and Central Africa have affirmed their intention to "co-operate to the fullest possible extent in the repression of transnational organized crime in the maritime domain, maritime terrorism, IUU fishing and other illegal activities at sea" with a view towards:

(a) sharing and reporting relevant information;

(b) interdicting ships and/or aircraft suspected of engaging in transnational organized crime in the maritime domain, maritime terrorism, IUU fishing and other illegal activities at sea;

(c) ensuring that persons committing or attempting to commit in transnational organized crime in the maritime domain, maritime terrorism, IUU fishing and other illegal activities at sea are apprehended and prosecuted; and

(d) facilitating proper care, treatment, and repatriation for seafarers, fishermen, other shipboard personnel and passengers subject to in transnational organized crime in the maritime domain, maritime terrorism, IUU fishing, and other illegal activities at sea, particularly those who have been subjected to violence.
For the purposes of the Code of Conduct, transnational organized crime in the maritime domain consists of any of the following acts when committed at sea:

(a) money laundering,
(b) illegal arms and drug trafficking,
(c) piracy and armed robbery against ships,
(d) illegal oil bunkering,
(e) crude oil theft,
(f) human trafficking,
(g) human smuggling,
(h) maritime pollution,
(i) IUU fishing,
(j) illegal dumping of toxic waste.

In order to achieve these aims (and related clauses in the IMO / MOWCA MoU), Signatory States will need to address a range of issues including but not limited to those listed below:

**Legal frameworks**
- development of enabling legislation for SUA Treaties, SOLAS chapter XI-2, ISPS Code, FAL Convention, UNTOC (UNODC), 1988 Vienna Convention (UNODC), etc.
- development of national law on piracy and relevant UNCLOS issues
- establishment of EEZ
- development of fisheries law (FAO, regional fisheries lead)
- review, updating or development of national legislation to address crimes ashore, in ports, in territorial waters, in EEZ, on high seas, and on board national flagged ships
- consideration of translation of regional agreements into national law
- extension of jurisdiction to address armed robbery against ships in other States’ territorial waters
- national policies and enabling legislation for law enforcement detachments and ‘shipriders’ (addressing own personnel, foreign personnel, own ships, and foreign ships)
- national legislation and procedures for seizure of assets, including accountability
- national policies and enabling legislation for PCASP operations
- communication / promulgation of national laws and regulations

**National Organization**
- establishment of national maritime security committee
- development of national maritime security plan
- development of national crisis management plans
- development of contingency plans
- tie in with oil spill response plans
- procedures for testing, amending and maintenance of plans and procedures

**Legal processes**
- shore-based law enforcement
- law enforcement at sea
- rights search
- procedures for collection, preservation and presentation of evidence
- arrest
- detention pending trial
- prosecution
- seizure and disposal of assets
- countering money laundering
- inter-agency cooperation
- integrity programmes
- extradition

Maritime situational awareness
- LRIT
- AIS
- VTMIS
- Fisheries MCS systems
- national maritime picture
- mechanism for sharing picture with relevant national agencies
- MTISC
- development of national policy on regional information sharing
- SAR facilities and procedures

Operational capability
- intelligence gathering and sharing (ashore, at sea, national and regional)
- situational awareness
- relevant legislation
- empowerment of enforcement officers
- 24/7 operational command and authorization authority
- selection and general training of enforcement officers
- support infrastructure and logistics
- interdiction capability (equipment and specialised training)
- facilities for holding prisoners / assets
- inter agency cooperation
- billing arrangements for inter-agency cooperation
- identification of best practices
- joint exercises with regional States / international partners

International liaison
- relationship with UN, AU, ECCAS, ECOWAS, GoGC, MOWCA and others
- international cooperation
- decision making capability and authority
- establishing national points of contact
- relationship of national point of contact with national maritime security committee
- cooperation with offshore industries
- role of INTERPOL and NCBs
- use of port State control and control and compliance mechanisms
- language training
- exchange visits and training
- embedded foreign training teams and mentors

Crisis management and contingency plans
- development of contingency plans
- tie in with oil spill response plans / SAR plans etc.
- pre-authorized actions
- national crisis coordination centre
- identification of lead agencies and supporting agencies
- designation of authority
- incident command
- points of contact
- crisis communications

Facilitation
- establishment of national facilitation committee
- implementation of measures to prevent stowaways, drug traffickers gaining access to ships
- procedures for processing illegal migrants, stowaways, persons rescued at sea

Fisheries
- development of sustainable national fishing industry (infrastructure, training, etc.)
- development of a licencing and revenue accounting system
- development and promulgation of development and conservation policies and measures
- cooperation with FAO and regional fisheries bodies
- fishery protection patrols and law enforcement

Training and Development
- conducting thorough training needs analysis
- establishment of standards of training and certification for security / law enforcement personnel
- development of training packages
- regional training as appropriate
- use of RMU Accra and ARSTM Abidjan
- identification of next generation of maritime sector leaders for training at the World Maritime University, International Maritime Law Institute etc.
- cooperation with international development partners
- promotion of maritime related studies in mainstream academia