National and Regional Maritime Security Strategy Development

OAS Inter-American Committee against Terrorism (CICTE)

GROUP OF EXPERTS ON MARITIME NARCOTRAFFICKING
SEPTEMBER 12, 2019

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Background / Context:

Common challenges to securing the maritime domain

- "Commerce vs Security" - Finding the balance
- Differing views of threats / priorities
- Transnational nature of security threats
- Inadequate coordination and info-sharing
  (Among primary and secondary national authorities, and the private sector)
- Security investments not sustained over time

- Limited financial and human resources

- Loss of trained / experienced personnel

- Adhoc approach to training and technical assistance; often not strategically coordinated

- New vulnerabilities with increasing dependence on IT for all aspects of maritime trade and transport

Maritime Cyber Security Threats

- Unauthorized access / control of ICS, port management systems, wireless networks
  - Exploitation of software vulnerabilities
  - Spearfishing
  - Malware
- Disruption of comms, navigation, info-sharing systems (AIS, LRIT, SSAS)
- Theft of sensitive / proprietary info
- Physical attacks

How do we address some of these challenges in a way that changes the status quo?

National and Regional Maritime Security Strategies

High-level policy framework and national vision for securing the State's maritime domain, including ports and territorial waters.

A strategic policy document that transcends any individual agency or authority, and helps to define and coordinate all stakeholders roles in the maritime space.

Why have one?

- **Clearly establish maritime security responsibilities** of government agencies and other stakeholders
- **Facilitate cooperation** in defining and achieving a set of national objectives
- **Coordinate approaches** to intelligence gathering and analysis, and risk assessment and mitigation
- **Streamline planning and investments** in security enhancements into a single multi-agency, multi-year plan
- **Create a national framework** that can easily adapt to emerging / evolving threats

Core Elements of a Strategy

- Government approach to security
  - ✓ Legislation, Policies, Principles
- Maritime Domain – 5 Geographic Zones
  - ✓ Landside, Territorial Sea, EEZ, High Seas, Foreign Waters
- Stakeholders Roles and Responsibilities
  - ✓ Public and Private
- Threats and Vulnerabilities
- Existing Security Activities
  - ✓ Detection, Interception, Protection, Recovery, Collaboration
- Regional and International Coordination / Cooperation

Phases of Development

Initiation

- *Socialize the initiative and secure buy-in*
- *Set objectives and expectations*
- *Address questions and potential obstacles*

Planning

- *Develop and assign a Steering Committee*
- *Conduct stakeholder consultations*
- *Define and map-out process*
  (e.g. Participants, Roles, Timeframes, Benchmarks, etc.)
- *Information Gathering*
  (Existing infrastructure, processes, policies, capabilities, legislation, threats, vulnerabilities, etc.) – creating a "Baseline"

Phases of Development

Content Development

- *Includes comprehensive inter-agency risk assessment*

- *Stakeholder driven*

- *Technical support sought from outside where needed*

Finalization and Adoption

- *Draft strategy presented to Steering Committee for review*

- *Revised strategy presented to leadership for consideration / adoption*

Implementation

- *Approved strategy transformed into specific projects*

Strategy Success Factors

- Buy-in from **all** key stakeholders

- Clear objectives and expectations

- Strategy Development Team
  - Full-time Team Leader(s)
  - Core agencies represented
  - External assistance limited to advisory role

- Tailored to each country's unique context

Policy level   Inclusive   Locally-driven

Overview of Current Efforts to Develop National and Regional Strategies

What?

- ✓ **National Maritime Security Strategies**
    - -Jamaica
    - -Colombia
    - -Eastern Caribbean / RSS (Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, Saint Kitts and Nevis)
- ✓ **Eastern Caribbean Regional Maritime Security Strategy**

Why?

✓ Assist individual Member States to bring about **a nationally integrated, strategic approach to securing the maritime domain**; and

✓ To foster **enhanced regional coordination and collaboration in preventing and responding to security-related threats to the maritime sphere**

How?

Phase 1 **Sensitization and Initiation**

(January - August 2019)

Phase 2 **Assessment and Planning**

(November – December 2019)

Phase 3 **Strategy Development and Technical Assistance**

(January - June 2020)

Phase 4 **Strategy Revision and Finalization**

(July – October 2020)

Phase 5 **Implementation and Follow-up**

(November 2020 – January 2021)

How?

✓ **Sensitization and Initiation visits**

-Convene key stakeholders for preliminary discussion of the project, including aims/objectives, process, participants, and next steps

-Address questions and create buy-in

✓ **Assessment and Planning visits**

-Begin to outline a roadmap for the strategy development process

-Begin to define roles and responsibilities

-Gather as much relevant info as possible to establish a baseline

How?

✓ **Risk and Threat Analysis technical assistance visit**

-Facilitate an inter-agency risk and threat analysis

-Detection, Interception, Protection, Recovery, Collaboration

-National Maritime Risk and Threat Report to inform strategy development

✓ **Regional Workshop**

-Present drafts of strategies thus far

-Discuss lessons learned and good practices

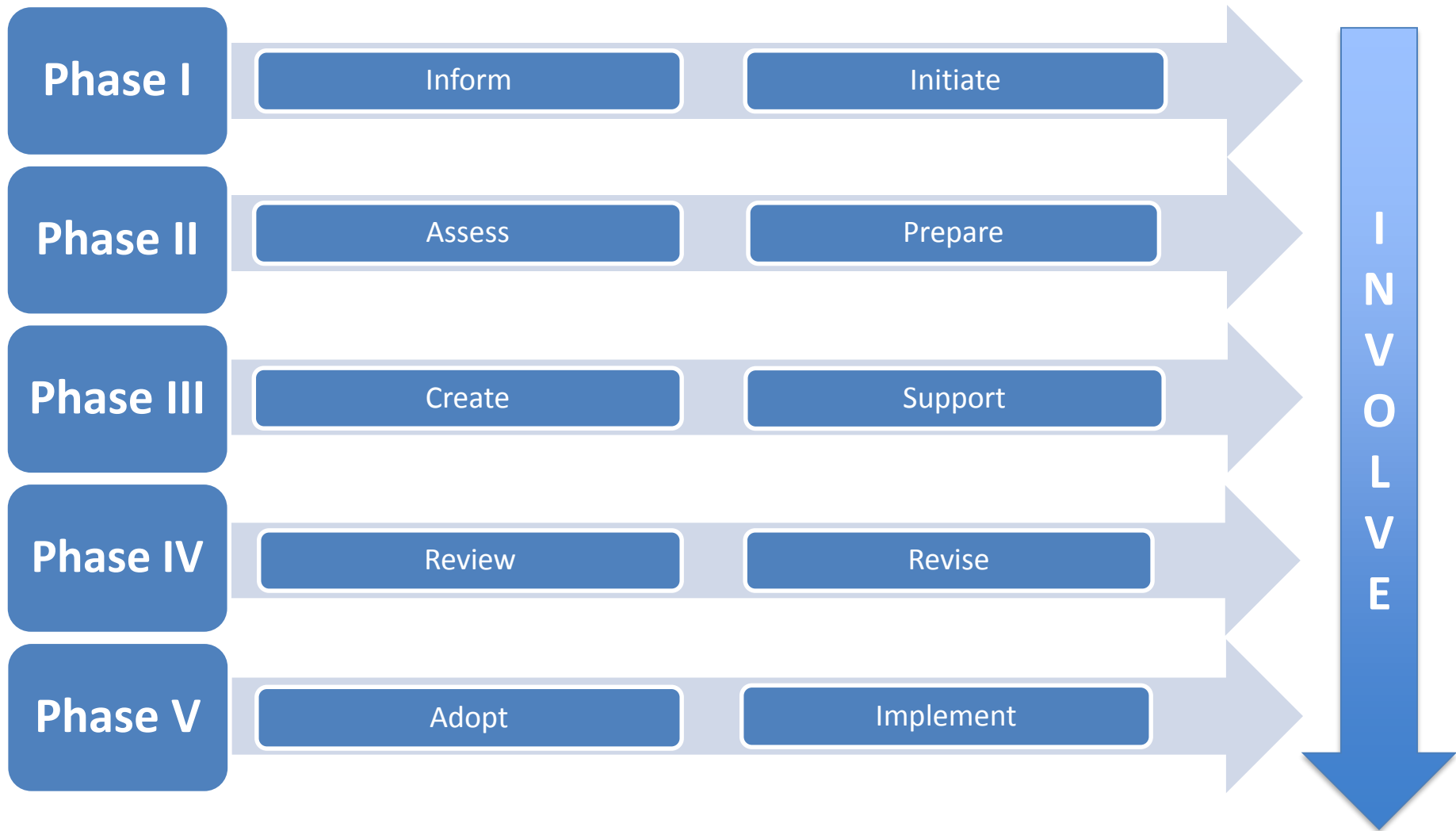-Review / input on outline of draft regional strategy

How?

✓ **Follow-up Technical and Drafting Assistance visits**

-Support on-going national strategy development processes

-Assist with drafting / refining of content

-Pave way to final, completed national strategy

✓ **2nd Regional Workshop**

-Present completed drafts of national strategies

-Present completed draft of regional strategy

-Discuss next steps / strategies implementation

How?

✓ **Completed draft strategies presented for approval / implementation in each State**

   (Final documents presented to senior leadership for formal adoption; shift to implementation planning)

✓ **Regional Maritime Security Strategy presented for adoption by Member States**

✓ **Regional and National Maritime Security Strategies showcased internationally** as models for a better integrated / coordinated approach to maritime and port security.

Phase I	Inform	Initiate
Phase II	Assess	Prepare
Phase III	Create	Support
Phase IV	Review	Revise
Phase V	Adopt	Implement

INVOLVE

Who?

- Jamaica, Colombia, and all RSS Member States (Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, Saint Kitts and Nevis, Barbados)

- Each State's relevant authorities with a role in maritime security
  - ✓ Port / Maritime Authorities, National Security, Customs, Defense Forces
  - ✓ Environment, Fisheries, Health, Disaster Management, Private Sector
  - ✓ Others, country-by-country

Who?

- OAS/CICTE Maritime and Port Security Program

- IMO Maritime Security Division

- Regional Security System

- Other national and international partners

- Subject matter experts to be brought in as-needed

- Steering Committee to be designated in each State

- In Eastern Caribbean, each State to designate persons to participate in EC/RSS Regional Maritime Security Strategy development discussions

When?

January 2019 - January 2021

- ✓ Sensitization and Initiation visits
  - • 1st Regional Workshop *(October 30-31, 2019 – Bridgetown)*
- ✓ Assessment and Planning visits
- ✓ Technical Assistance and Strategy Development Support visits
- ✓ Risk and Threat Analysis visits
- ✓ 2nd Regional Workshop
- ✓ Final Technical Drafting Assistance visits
- ✓ 3rd Regional Workshop

Questions?

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