



Improving port security in Western and Central Africa

Description of Action

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General Introduction

This document intends to present the « port security in Western and Central Africa » project. It includes two main parts, rationale (1) and methodology (2).

It is the result of the process started in early 2017 with the EU decision to finance a project on port security in Western and Central Africa, under the Instrument Contributing to Stability and Peace (IcSP) and more specifically its critical infrastructure protection component.

This Description of Action completes the submission of an expression of interest by Expertise France and its partners in mid 2017. It aims to serve as a conceptual and organisational framework for its launch and implementation. The rationale ensures that the project is aligned with EU policy frameworks and with the overall objective of increasing overall port security in Western and Central Africa.

In the first part, the rationale will set the context and general environment by defining the object on which the project activities will rest. It will also help identify the key notions of port safety and security and present the variety of threats encountered.

In the second part, the project methodology will lay down the project structure in terms of objectives, outputs, activities and in terms of resources to be mobilised in order to produce the expected results. This draws on a first identification of the ports and targeted audiences to be considered during the starting-up phase of the project. This first evaluation will then refine the overall approach into a global plan of action to be implemented. It also includes an overview of the organisation and management scheme.

Annexes include the budget and a first logical framework matrix.

RATIONALE

A. Definitions

Port Facility. The notion of port facility is evolutive depending on the framework and actor considered. We shall understand the port facility as the area in which activities related to the management of maritime traffic of goods and persons directly take place.

Allocation as determined by the Contracting Government or by the Designated Authority where the ship/port interface takes place as described by the SOLAS XI-2 Regulation 1.1.9.

Is used in its broader meaning, which includes superstructure, services and other installations.

The geographic area defined by the Contracting Government or the Designated Authority, including port facilities as defined in the SOLAS XI-2, in which maritime and other activities occur. This includes areas as anchorages, waiting berths and approaches from seaward, as appropriate.

Security and safety. Maritime security refers to measures destined to reinforce the protection of goods and people against malevolent acts (crime and/or terrorism). They aim at detecting threats of illicit acts against ships, ports or port infrastructures in order to adopt adequate protective responses.

Port safety as well port security consist in a risk assessment (threat x vulnerability x opportunity x impact) and the consequent set-up of a response system in order to address technical and accidental dysfunctions on an industrial installation or its corresponding transportation vector (rail, road, maritime domain, pipelines) situated inside or in the vicinity of a port zone.

While the two notions refer to possible distinct approaches, the response to one of either crisis requires the same organization or tools, whichever their origin. Consequently, the project proposes an integrated approach of safety and security to the reinforcement of port facilities protection. This leads the project to consider the event of an incident on infrastructure with malevolent or accidental causes.

B. Port related challenges

Maritime trade in Africa represents an increasingly important trend with implications both on regional and international economic growth and security. It is estimated that 90% of all trade destined to the continent transits through maritime routes. With a global growth of 7% in maritime exchanges, the African continent, which represents 5% of global trade and 2% of container trade, is eyed by sector stakeholders with an increasing interest due to its potential and vulnerabilities. In parallel, African ports have recently known several transformations in terms of management (public-private partnerships) and are investing in order to benefit from an increased efficiency and a potential for growth. This investment is partly carried by the private sector, led notably by European companies which represent an integral part of port concessions and management. In this sense, security issues facing western African ports also have an impact on European companies (shipping, logistics and port management sector).

Port security represents a competitive advantage and is inherently linked to economic development and governance. While ports in western Africa are increasingly important, and with an outlook towards future development and growth, port infrastructures also face the imperative of being attractive to trade and investment. This leads to a competition between ports, where being up to the

security standards represents an essential characteristic alongside their industrial capacities. Therefore, port security can be seen as an end of its own as well as a means to develop port activities. Finally, western African ports are critical infrastructures for the distribution of goods to the landlocked countries of the region.

Port infrastructures are critical to economic activities but are vulnerable to threats both malevolent and unintentional. However, this development has to take into account the vulnerabilities that ports face in central and western Africa. Ports, as strategic transit points for illicit and dangerous goods, can be considered as key infrastructures potentially exploited by criminal and terrorist networks. This threat also extends to minor ports that represent entry points for the regional markets and trafficking routes towards Europe.

Finally, ports also represent a potential target for terrorist threats. Terrorist attacks can reach considerable impacts affecting not only on human security and port infrastructure but also on local or regional economies as a result possible disruptions of the port activities. Such an attack could also see its effect multiplied by the fact that (1) a lot of western African ports are located within densely populated urban areas and/or (2) the existence of hazardous facilities within the port structure (i.e. chemical plants...).

The coexistence of security and safety vulnerabilities within the port facility is addressed by specific governance systems, with diverse actors or operators who interact along dedicated risk management mechanisms. We understand therefore the importance of taking into account the specificities of each port according to its activities, organization and threats.

C. International framework

The international framework regarding port security and safety, and in a more general way maritime security and safety, will constitute an important baseline to the project. Regarding the regulatory requirement, there are international treaties and codes as well as European and national regulations related to security. Those will be considered as references, namely standards and good practices, for the implementation of the project.

The principal framework for the project is the 2004 International Ship and Port Facility Security Code (ISPS Code). The main objectives of the ISPS Code include:

- Establishment of an international framework that fosters cooperation between Contracting Governments, Government agencies, local administrations and the shipping and port industries, in assessing and detecting potential security threats to ships or port facilities used for international trade, so as to implement preventive security measures against such threats;
- determining the respective roles and responsibilities of all parties concerned with safeguarding maritime security in ports and on board ships, at the national, regional and international levels;
- to ensure that there is early and efficient collation and exchange of maritime security-related information, at national, regional and international levels;
- to provide a methodology for ship and port security assessments, which facilitates the development of ship, company and port facility security plans and procedures, which must be utilised to respond to ships' or ports' varying security levels; and
- to ensure that adequate and proportionate maritime security measures are in place on board ships and in ports.

In order to achieve its objectives, this Code embodies a number of functional requirements, which are mainly:

- preventing unauthorised access to ship, port facilities and their restricted areas;
- preventing the introduction of unauthorized weapons, incendiary devices or explosives to ships or port facilities;
- requiring ship and port facility security plans based upon assessments;
- requiring training, drills and exercises to ensure familiarity with security plans and procedures.

In order to achieve the above objectives, SOLAS contracting governments, port authorities and shipping companies are required, under the ISPS Code, to designate appropriate security officers and personnel, on each ship, port facility and shipping company. These security officers, designated Port Facility Security Officers (PFSOs), Ship Security Officers (SSOs) and Company Security Officers (CSOs), are charged with the duties of assessing, as well as preparing and implementing effective security plans that are able to manage any potential security threat. IMO is able to provide support to member states in need of assistance in implementing the Code, by way of national and regional workshops, seminars, needs assessment missions, etc.

Other international treaties and code relevant to the project are the following:

- 1982 UN Convention on law of the sea
- 1974 International convention for the safety of life at sea (SOLAS)
- 2004 International ship and Port Facility Security Code
- European Commission Regulation n°725/2004
- European Directive 2005/65/EC
- European Regulation (EC) 324/2008

D. EU strategy and support

This project is supported by the European Commission under the scope of the European Union external action, more specifically in the framework of the following political strategies:

Maritime security strategy 2014

The European Union Maritime Security Strategy (EUMSS) for the global maritime domain, adopted by the European Council in June 2014, is a joint EU plan to improve the way in which the EU pre-empts and responds to these challenges. EU strategic maritime interests include:

- Overall security and peace
- Rule of law and freedom of navigation
- External border control
- Maritime infrastructures: ports and harbours, coastal protection, commercial facilities, underwater pipes and cables, offshore platforms and scientific equipment
- Common natural resources and environmental health
- Climate change preparedness It is an overarching maritime security strategy against all challenges from the global maritime domain that may affect people, activities or infrastructures in the EU.

The strategy is built upon closer collaboration within the EU, across the regional and national levels. It seeks to increase awareness and ensure higher efficiency of operations.

A second objective is to protect EU maritime interests worldwide. The EUMSS strengthens the link between internal and external security, and couples the overall European Security Strategy with the Integrated Maritime Policy.

Gulf of Guinea strategy 2014

During the Summit of Gulf of Guinea Heads of State in Yaoundé on 24-25 June 2013, member states of the Economic Community Of West African States (ECOWAS), the Economic Community of Central African States (ECCAS) and the Gulf of Guinea Commission (GGC) showed their determination to face these challenges through a common regional approach: the 'Code of Conduct.

Concerning the Repression of Piracy, Armed Robbery Against Ships and Illicit Activity in West and Central Africa', in line with UN Security Council resolutions 2018 and 2039. The EU should support African leadership and the implementation of the Code.

This EU Strategy reviews the overall scale of the threat and the risks posed to the coastal states and the EU. It defines potential actions that the EU, through a comprehensive approach in support of the action of the region itself and in coordination with international partners, can take to help those states and regional organisations tackle the problem.

Other EU political strategies to be considered may include, but not limited to, the following:

- WMD non-proliferation strategy;
- Common position on arms export control ;
- Wildlife strategy ;
- Strategy against trafficking in human beings.

PROJECT APPROACH

A. Project strategy

The project strategy (supported by the methodology presented in Annex III) consists in engaging ports to reach higher security through the projects program, by taking into account the global environment of ports in the scope of the project -which includes economic and geopolitical issues, legal framework (national, regional, international), the specific port activities and how they relates to other ports in the region, each port capacities and organization- and to include this overall context in the project's approach (and how it co-works to other port and maritime initiatives).

This global view of each port is reached through dialogue with relevant actors and stakeholders and a needs assessment that is both made by the project and the port authorities in a coordinated analysis.

This leads to an expression of needs by a country/port with help from the project team which in turn leads to the design of the project contribution to the requesting port/country.

The next step is to confront the catalogue of activities, and every technical assistance measure in the project's scope (training, twinning...) and the port/country needs and priorities to come up with and agreed plan port security contributions that will contain a list of activity, a workplan with priorities and milestones.

The last step of the strategy is to implement the said plan and to test it and evaluate it so that the consistency of the plan is checked and the workplan may be redirected according to new political will and actual necessities.

The project strategy will be incarnated by the TAF described below, which will be the center of discussion of the inception phase in order to build an easy use tool for ports.

B. Project principles

The approach elaborated for this specific project relies on several principles that can be characterized as below:

- **A demand driven and adjusted approach:** Given the wide geographical scope of the project, the situation among beneficiary ports is very diverse. The project will be structure around the design and implementation of a Technical Assistance Facility (TAF). This will allow ports to express their needs which will be articulated in a specific work plan.
- **Inclusion of local partners:** the project team will map the actors and partners relevant to each port during the inception phase in order to identify key interlocutors inside the port facilities as well as at the political level (local and national). Regional institutions will also be invited to take part in the project in order to enhance coherence throughout the region. Private sector will also be mapped so as to get everyone around the table and ensure the covering of all port security aspects. The project will intervene in a politically sensitive area covering goods and capital flows in ports, it is therefore essential to secure a prior agreement with beneficiary countries as well as to coordinate with regional economic communities. Empowerment and accountability are important aspects as to allow to ultimately lead to sustainability and ownership.
- **An iterative and incremental approach:** The project is organised through rounds of analysis and cycle of activities, each repetition contributing to the production of the expected results.

- **Progressive approach** (from national to regional scale): While the individual port remains the primary focus, opportunities for regional coordination will be assessed during the implementation of the project.
- **Multidimensional approach**: Protecting critical infrastructure such as ports is a responsibility at the junction of governance, safety and security, involving several public and private actors.
- **An impact-oriented approach**: The project should be placed within a long-term perspective, aiming at creating positive and sustainable benefits during its implementation but also afterwards.

The project will ensure continuous cooperation and interaction with other initiatives and ongoing or former projects financed through the Instrument Contributing to Stability and Peace to which Expertise France and its partners have actively participated, in order to avoid redundancy while responding to unexpected needs. Examples of initiatives conducted by EF and identified as having possible linkages with the Port Security project are projects GOGIN, PASSMAR, SWAIMS, SEACOP, P41.

The partnership will also endeavor to identify and coordinate with any initiative conducted by other donors linked to the objectives of the project. The main responsibility for coordination with donors and international organisations belongs to the European Union represented by the European Commission, DG DEVCO, unit B5 and to EU delegations in beneficiary countries. Expertise France will coordinate on a technical level. The project will also look for regular exchanges of information (calendars, activities, expected results, events) with similar initiatives or programs, always bearing in mind the goal of avoiding overlaps and redundancies. Project managers, team leaders and any other relevant stakeholders will share their experience, discuss achievements, challenges and upcoming plans.

C. Objectives and expected results

A general objective is understood as a global and long term achievement related to a particular issue or challenge. The project therefore contributes to meeting this outcome along with other external factors that have to be considered.

The protection of Central and Western African ports against safety and security threats is here understood as the project's general objective. This is supported by the action document published by the European Commission and by the expression of interest submitted by Expertise France. This global objective implies a specific objective, central to the project in terms of sustainable benefits for the targeted audience.

The project's specific objective can therefore be understood as the **increased capacity of partner countries to address port related vulnerabilities**, through the achievement of expected results. Targeted expert training is of high importance for achievement of this objective.

To achieve these objectives, the project will offer two types of essential support:

- expertise
- targeted and adapted training

The means implemented for this purpose will be essentially as follows:

- the establishment of a “pool of experts” (called to intervene in the framework of expert/expertise missions as well as to design and deliver training sessions)
- Incentives and assistance to establish the “twinning” partnership/opportunities between African and European partner ports. Experts from European ports can participate both in expert/expertise missions and in training sessions).

The training component will be of particular attractiveness and importance to the African partners, it will help to enhance the credibility of the project through its relevance for development of the sustainability of the project. Trainings will play an essential role in helping to establishing trust in relationships between European and African partners, and among African partners themselves. Established trust will be of crucial importance for facilitating identification of specific needs to be addressed by the project for and among partners.

The project is not designed to finance heavy equipment. It can however help partner ports by providing technical assistance as to train partners to develop and submit applications for calls for proposals for financing of such equipment and related investment opportunities by international donors and international financial institutions (IFIs) such as the World Bank, African Development Bank and other institutions. It can facilitate contacts with international donor and investment community to help to ensure sustainability of the project beyond its initial duration.

Sections related to the training, expertise and investment opportunities will be developed in detail during the inception phase and will feature in the inception report.

The expected results can be divided in four themed categories that corresponds to the four component for activities as follows:

A	Port Governance	ISPS conformity Risk management and protection Crisis response and business continuity Port infrastructure
B	Improved security mechanisms on port operations	Border control Customs Information exchange Liaison with national and international law enforcement
C	Public-private partnership	Legal framework and related Technical seminars and workshops
D	Port sustainability	Development of academic modules on port security Increase capabilities to benefit from other funding mechanisms A document listing the existing training institutions in the field of port security and safety in the European Union and in the African countries of the Atlantic coast will be established, outlining as far as possible the training courses available in and through these institutions.

The previous results will be attained by appropriate activities made available to local partners through the technical assistance facility. While the technical details (content, calendar, and

deliverables) remain to be researched by the expert team during the inception phase, the following examples can be presented:

Legal assessments, legal gap analysis	Provide expertise in order to assess current legislations and regulations with the objective of increasing compliance with international standards.
Peer to peer reviews	Set up contacts between local representatives and European counterparts in order to provide support to capacity reviews, to identify opportunities for development and to encourage information exchange.
Study visits in European ports and model regional ports	As a possible follow-up to peer-to-peer reviews, organise visits of local partners to their European counterparts in order to offer a hands-on presentation of best practices. This activity should bring up the opportunity for port twinning.
Need assessment, risk analysis	Conduct an active exchange with local partners in order to structure their identified needs into an appropriate work plan.
Technical workshops, table top exercises, drills and simulations	Offer targeted workshops tailored in terms of content and audience in order to meet the previously identified needs.
Regional seminars	Build upon the technical workshops in order to develop regional information exchange fora and to reinforce a practitioner community
Capacity building activities	Enable local partners to assess their activities or organisation in order to plan and conduct their reinforcement autonomously (i.e. train the trainers).

D. Project phases

The project will be divided in three distinct phases: inception, implementation and closing. At this stage, the main focus shall be the inception phase since it shall determine the content and structure of the implementation phase.

The inception phase will be structured as follows:

Step 1	Set up of expert team	<ul style="list-style-type: none"> - Identification of key experts - Set up of STE roster and expert platform - Experts team must be able to identify relevant existing training modules or to develop new training modules
Step 2	Initial assessment and preparation	<p>The inception phase will provide a gap analysis and state of the art evaluation. This will include an assessment of level and extent of national and regional existing commitment, organizations and capabilities.</p> <p>A detailed mapping of other on-going projects will be conducted, whether EU-funded or funded by any other donor, will be done. Coordination meetings with other donors may be organised if risks of overlaps are obvious.</p> <p>Criteria for port eligibility to the TAF will be determined in coordination with DEVCO at the stage of the inception phase in order to set a gradual scope. If all ports in the Gulf of Guinea are virtually eligible, a priority list should be agreed upon to manage</p>

		the project progress and budget).
Step 3	Field visits and partner engagement	<p>The assessment process will imply a series of field visits and meetings with partners, as well as with all relevant stakeholders from law enforcement chain, including at the political levels, as well as with the private sector. This will aim to secure partner engagement and willingness to participate in the project.</p> <p>It will also lead to encounters with international organisations and initiatives. If strong reluctances and/or divergences arise from this phase, DEVCO will be informed and contingency proposals will be made to ensure that the project is successfully and efficiently implemented.</p> <p>As part of the inception phase a specific analysis will provide a necessary insight on each port's specific characteristics, interests, strengths and weaknesses and potential implication in the project. In turn, this analysis will support risk-mitigation and partnership strategies towards them.</p> <p>Appropriate contact points for the project will be identified.</p>
Step 4	Technical offer development /establishment of the training offer	<p>Based on the conclusions of the gap analysis and field visits, the expert team will develop a risk analysis method and draft an exhaustive corresponding catalogue of activities to be offered by the project to local partners.</p> <p>This catalogue shall be articulated within the technical assistance facility which will be developed at this stage. The TAF development will include the identification of eligibility criterion (in link with DEVCO and the experts), request mechanisms and procedures, modalities for the set-up of tailored programs, identification of relevant indicators and of a corresponding M&E system, follow-up on activities...</p> <p>Conclusions shall be integrated in an inception report under the supervision of the team leader and shall be submitted for validation to DEVCO.</p>
Step 5	Kick off	<p>The validation of the inception results will imply the organization of a validation workshop with potential partners and a meeting in Brussels with the Contracting Authority (steering committee). It will aim to present to every stakeholder the detailed work plan of the project, the way forward and to secure their buy-in.</p> <p>The kick-off meeting will therefore be critical to the approval of the implementation work plan.</p> <ol style="list-style-type: none"> 1. Presentation of achievements and deliverables: web platform, expert profiles, activity catalogue 2. Organize closing seminars and workshops (tbd): organization of a kick off meeting with key interlocutors / focal point for each country, DEVCO, regional institutions and the project management team to present the project

		<p>and its tools (web platform) in order to officially engage the ports to request assistance and launch the facility.</p> <p>3. Identification of gaps and entry points for future initiatives proposing further actions.</p>
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Table of the inception phase deliverables:

MANAGEMENT AND COORDINATION	<ul style="list-style-type: none"> ▪ Recruitment of project staff ▪ Briefing of the team members ▪ Internal kick off with steering committee members ▪ Coordination meetings with other projects
COMMUNICATION AND VISIBILITY	<ul style="list-style-type: none"> ▪ C & V Strategy ▪ Project leaflet ▪ Website and social network pages ▪ Training catalogue ▪ Regional kick-off seminar
PLANNING OF 1ST SIX MONTH CAPACITY BUILDING PHASE	<ul style="list-style-type: none"> ▪ Detailed calendar ▪ Detailed budget ▪ Clear definition of role and responsibilities
ENGAGEMENT OF PORTS AND LOCAL PARTNERS	<ul style="list-style-type: none"> ▪ Initial country visits ▪ Partner countries' profile (include legal review) ▪ Kick Off meeting
INCEPTION REPORT	<ul style="list-style-type: none"> ▪ Covering project start-up phase ▪ First findings and challenges identified ▪ All above mentioned deliverables ▪ Recommendations to the steering committee

Project organization and management

The project's key experts will need to be approved by the Contracting Authority.

Key experts

All key experts should have an excellent general knowledge and understanding of port security issues. They should also have working knowledge of English and/or French.

Finally, they should have proven report writing skills, IT literacy as well as proven organizational, communication, mobilization and change management skills. They should also have proven professional experience in regional cooperation, in particular in the region, and be keen to work in a multi-cultural environment.

KE 1 - Team Leader: In charge of the overall coordination of the project, the Team Leader has overall responsibility for the smooth running and timely implementation of the project. He/she is responsible for the field management of the team of experts, the timely submission and quality of reports. He/she

is also responsible for the successful technical implementation of each of the activities and for the achievement of each of the expected results. He/she also has a representation and advocacy role towards project partners and the EU.

Profile:

Education / Qualification:

- University degree (BA or MA or equivalent) in law, political science or any other relevant discipline
- Good management skills
- Good communication and reporting skills
- Fluent in spoken and written English and French.

Professional experience:

- A minimum of 15 years of working experience in governance of maritime spaces, including management of ports
- A minimum of 5 years of working experience in operational functions and within an administration in charge of maritime safety and security /State Action at sea, preferably with port authorities Demonstrated management skills in a multilingual and multicultural environment and experience in a leadership role
- Experience of international cooperation or inter-agency/inter-administration cooperation. Experience in EU financed projects would be an asset
- Experience working in the region is required
- Previous experience in Project Cycle Management would be an asset

Additional Specific requirements:

- Excellent understanding of risk analysis and security and safety measures related to maritime governance
- Strong capacities in devising strategies
- Abilities to evolve in a political and sensitive environment

Other key experts will be defined in the inception period and can be mobilised for the defined task following agreement by the European Commission.

Short-term experts

Considering the architecture of the project, its success will be closely linked to our capacity to mobilise specialized and relevant expertise on very short notice. To do so, a pool of short-term expert whose profiles correspond to the wide diversity of expertise that could possibly be needed in the frame of the project, will be identified at the very beginning of the project and complemented throughout the project duration.

While the team leader remains the key interlocutor with the Contracting Authority, Expertise France will designate a project manager tasked with supporting the team leader in the daily management of the project.

The team leader will ensure the liaison with the steering committee and any other stakeholders. He or she will be responsible for the respect of the project key performance indicators (quality, cost,

delay etc.) and manage the support of the project in terms of administrative and financial issues. The project manager will work in close coordination with the expert team leader in this respect.

<p>Project Steering Committee (SC)</p>	<p><u>Steering committee meetings:</u> The supervision of the project will be carried out by DEVCO B5. A Steering Committee shall be set up to oversee and validate the overall direction of the project, review project implementation and provide guidelines for the project planning. The Steering Committee shall meet in Brussels bi-annually or more often if need be and shall comprise of representatives of the European Commission, and the Contractor as a minimum, including the Key Experts. The exact composition of the Steering Committee will be agreed by the Contracting Authority during the inception phase and it may include national partners. The Steering Committee may decide to conduct meetings by video-conference. Dates of meetings will be set according to project milestones.</p> <p>The Contractor will function as the Secretariat of the Steering Committee and will prepare the meeting agenda and documents as well as the minutes of the Steering Committee meetings which will be subject to approval by the Contracting Authority and adoption by the Steering Committee.</p>
<p>Project team</p>	<p>The project team constitutes the fundamental structure through which the project will channel the implementation of activities. Headed by its team leader, it will provide the required expertise. The project team will be responsible for ensuring that the project is delivering accordingly, in line with the strategic and operational guidance emanating from the Steering Committee. The project team will also ensure an efficient and sound administrative management of the project.</p>
<p>Platform of experts</p>	<p>The platform constitutes the main driver through which the project will carry out the implementation of activities. The platform will gather the right expertise, channel the deliverables and ensure their consistency, as well as satisfaction with partner countries through appropriate indicator-based results evaluation system.</p>

Office location

It is expected that the team will be operating out of Expertise France offices in Paris. Alternative locations may be decided upon in agreement with the Contracting Authority during implementation.

DETAILS OF THE EXPERT PLATFORM

The expert platform will be based on:

- a) Web-based application: allowing knowledge-sharing and collaborative work. The application will enable exchange of project documents, consultations with project stakeholders, thematic discussion as well as foster cooperation and exchange of best practices and experiences.

- b) A pool of experts: the project will gather expertise from port security practitioners from European ports and maritime institutions in all the thematic areas of the project, as well as local experts that will be identified through contacts with ports authorities and the consortium. The pool of experts will represent the human potential, as well as the expertise the project will deploy to carry out the activities with the partner countries. The experts from the pool of experts will be deployable at a very short notice if needed and deliver the activities foreseen by the project in its respective workplans.
- c) Public-private partnership. The project will provide legal advice and expertise to create the necessary structures at port level to foster partnership between public institutions and bodies and private operators.
- d) Stakeholder community. The project will approach relevant stakeholders and seek the interest in conforming a community of stakeholders (from port operators, other projects representatives, investment institutions or bodies, private associations and operators, etc...). This community of stakeholder is meant to continue beyond the project and continue providing, technical assistance, advice, and share knowledge and best practices among the members of the community.

PRESENTATION OF PROJECT'S TECHNICAL EXPERTISE

The delivery of the technical assistance will be ensured by a team of experts composed of the following members:

- A team leader, working in close relation with the project manager. His or her main duties are the management of the team of experts and the technical coordination of the action. In this capacity he or she regularly reports to Expertise France on the advancement and difficulties encountered and elaborate with the project manager the periodical progress report for the steering committee.
- A restricted number of thematic experts, in charge of advising the team leader in their field of expertise on a long-term perspective. They will be requested to give their oversight and contribute to the design and implementation of activities within the project logical framework. Those key experts should cover the following but not-exhaustive main relevant fields such as ISPS compliance, law enforcement, industrial risk and crisis management.
- In parallel to key experts, the project should benefit from the intervention of advisors with transversal skills in communications, pedagogy and training, monitoring and evaluation, equipment, procurement, etc. They will be designated and mobilised on a demand-driven basis and will provide their support either on the overall project approach or on specific components.

TECHNICAL ASSISTANCE FACILITY

The project will be centered on the establishment of a technical assistance facility (TAF).

In the scope of a facility, technical assistance can be requested by project partners on the whole range of issues addressing port security. The objective will be to deliver targeted technical and legal assistance at a very short notice. Any kind of assistance could be offered within this facility such as TA, training, organisation of study visits in the EU, preparation of the Terms of Reference (ToR).

In the results of the inception phase, the TAF presented in the DoA will be further detailed in terms of specific procedures (time needed to process demands, design of the internet platform, evaluation of demands, workplan definition...) and set up to be operational at the kick-off meeting.

The assistance capabilities of the project will be listed by the type or nature of assistance, general issues and specific topics. In parallel of the establishment of the TAF, complete guidelines will be defined and detail each step for requesting assistance, including delays (recording of requests, validation, notification, and preparation of detailed ToR for missions and budgeting, contracting of the appropriate expert, launch and implementation of the mission, evaluation of the mission).

The proposed facility structure is:

- A web platform for countries to file their official demands and to share knowledge (newsletter, project catalogue)
- Evaluation: the demands are reviewed by the management team and validated by the Contracting Authority to launch the assessment phase
- Needs assessment / Work plan
 - Risk analysis
 - Threat assessment
 - Harmonized methodology
 - Desk review
 - On-site visit and evaluation
 - Draft or update
 - Description of environment, site and infrastructure
 - Identification of potential dangers
 - Theoretical simulation of incident and definition of corresponding measures
 - Workplan
 - Joint definition with local partners
 - Presentation to and approval from DEVCO
 - National presentation workshop
- Activities: trainings, studies, etc. are implemented in each requesting port following the work plan (priorities and road map)
- M&E (monitoring and evaluation) and iterative methodology: evaluation from the end of each activity, plus a continuous dialogue with the port authorities brings the work plan to be redefined as needed throughout the project

MANAGEMENT PLANS

a. Assumptions and risk mitigation

Political and institutional assumptions
It is assumed that the potential beneficiary countries will give their formal agreement to the European Commission or implementing agency to benefit from the project activities and technical assistance.
We assume that different services of the European Union have communicated and coordinated among themselves about the project to avoid any overlaps or duplication with other EU funded initiative or instrument.

It is assumed that bilateral relations between EU Member State supporting the project and partner countries remain stable or do not worsen before or during the course of the action.
Operational assumptions
We assume that good communication is established and maintained with all relevant bodies.
We assume that all partners are dedicated to improving the situation and that the required staff are available as needed.
It is assumed that security situation in the targeted countries does not worsen.
We assume that the timescale set within the action document is realistic, and that our project planning uses the allotted time efficiently and effectively.
We assume that the budget allocated to this project is sufficient to deliver the required outputs within the allotted timescale.
Administrative / Logistics assumptions
It is assumed that any visa required by the project team or non-key experts will be issued.

Risks	Risk level (H/M/L)	Mitigating measures
<ul style="list-style-type: none"> Absence of response/refusal to take part in the project. 	M	<ul style="list-style-type: none"> Contingency plan is drafted and integrated into the project as an annex. Upon assessment of the situation and consultation with corresponding advisory bodies and experts of the project, the work plan is adapted to the new situation and approved by SCG
<ul style="list-style-type: none"> Major sources of information in specific sectors are not made available (sensitivity of information) 	H	<ul style="list-style-type: none"> Inclusion of the local authorities and experts in the definition of gap analysis and workplans, including joint identification of sensitive issues for the project. As part of a confidence building mechanism, the project will apply an information management system designed to guarantee protection of sensitive information.
<ul style="list-style-type: none"> Some agencies are not or under-staffed 	M	<ul style="list-style-type: none"> An appropriate needs assessment at the project's start will be defined to focus on available personnel and propose an HR plan
<ul style="list-style-type: none"> Political instability and security issues hamper the implementation of the project Taking the project's sensitivity into consideration, the experts deployed become potential targets. 	M	<ul style="list-style-type: none"> Political stability will be assessed as part of the port eligibility evaluation. Risk of instability shall be identified and anticipated in coordination with DEVCO and local EU representation. Gradual measures shall be defined during the inception phase in a specific contingency plan including a decision

		<p>making process to decide the relevance of keeping the activities going/suspend them.</p> <ul style="list-style-type: none"> • A specific safety and security plan is developed for the project in order to guarantee the experts' security. • The experts stay in close contact with the liaison officers (of French, Belgian, UK nationality) and are immediately informed in case of danger/risk exposure.
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b. Communications

An efficient and comprehensive communications and visibility strategy is key to the project's success, contributing to the project's specific objective and expected results.

In order to achieve an effective communications campaign, a communications expert will be contracted on short-term basis.

The communications and visibility plan will be fine-tuned and developed in a comprehensive communication strategy by the Project Team and its designated expert.

Nevertheless, several strategic communication principles can already be identified:

- Ensure consistency, coherence and clarity of the project's communications in line with the EU communications standards and orientations;
- Regularly assess and adapt communications in view of the various target groups' perception of the project to ensure proper ownership of the project's results by its national and interregional stakeholders;
- Adapt communications to respect the need for confidentiality/security of specific sensitive information and data;
- Ensure the visibility of concrete actions/events illustrating progress and results achieved throughout the project;
- Favour digital communications to facilitate the circulation and dissemination of data and information.

Specific communication objectives vary according to the target groups.

Within the beneficiary countries in Western and Central Africa:

- **Port administration and related actors**
 - Facilitate understanding of the project's activities, their geographic scope and schedule ;
 - Highlight results obtained, progress made and next steps to be undertaken;
 - Promote successful European actions and instruments

- **National authorities and administrations competent for port security issues**
 - Provide national authorities and administrations with access to concrete and regular updates on project's activities and progress;
 - Promote the importance of information sharing and raise awareness on this issue;
 - Strengthen states' ownership of the project's results and encourage them to actively participate in the regional network activities and dialogue;
 - Promote successful European actions and instruments.

- **International, interregional and regional organisations**
 - Provide access to concrete and regular updates on project's activities and progress;
 - Promote the importance of information sharing and of inter-regional and regional stakeholders' involvement in the project;
 - Promote successful European actions and instruments.

Within the EU:

- **European institutions**
 - Facilitate access to concrete and regular updates on project's activities and progress, and liaising with various EU stakeholders ;
 - Promote successful European actions and instruments, and show the added-value of EU financial contributions through concrete results.

- **EU Member States**
 - Facilitate follow-up of project activities' implementation;
 - Promote successful coordination of European actions and instruments

c. Monitoring and Evaluation (M&E)

A performance monitoring system shall be put in place and will be active throughout the project implementation. In order to measure the progress made, detailed monitoring indicators will be set during the inception phase and will be included in the consolidated logframe matrix.

Indicators will be realistic, consistent with the general objective of the project and easily verifiable. In line with the General Conditions of PAGODA 2, the delegate will however have the possibility to adjust indicators with any modification of the project activities.

The inception report will provide a baseline of information on the current state of play for each chosen indicator. Each progress report will provide an update on the situation for each indicator and its progress towards the corresponding target.

In order to ensure the logical framework and the indicators are relevant, verifiable and consistent with the aims of the project, a monitoring and evaluation (M&E) expert will be contracted during the inception phase and retained part-time during the implementation of the project.

He/she will ensure the development of monitoring and evaluation systems and tools, in coordination with the delegates, ensuring that monitoring and evaluation arrangements comply with donor agreements and project requirements (reporting, baseline, and evaluation survey requirements).

He/she will analyse the implementation of different activities, measure their impact, monitor the project performance against the initial project baseline and suggest ways to fine-tune the methodology in order to reach expected results/define new results.

d. Reporting – narrative and financial accountability

Report	Periodicity	Objectives
Annual report	Once a year (T+1 month)	<ul style="list-style-type: none"> ▪ Highlight achievements ▪ Present upcoming activities ▪ Identify challenges ▪ Financial report ▪ Inform steering committee
Mission reports	Per mission (T+1 month)	<ul style="list-style-type: none"> ▪ Present objectives of activity ▪ Present achievements and lessons learnt ▪ Plan next steps
Incident report	Upon event	<ul style="list-style-type: none"> ▪ In case of issue with consequences on the good implementation of the project ▪ Inform contracting authority ▪ Propose solutions and/or mitigation actions
Final report	End of project (T+1 month)	<ul style="list-style-type: none"> ▪ Present project achievements ▪ Describe the evolution from the initial baseline to the attained result ▪ Submit possible future development prospects

ANNEX I - LOGFRAME

	RESULTS CHAIN	INDICATORS	BASELINES	TARGETS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
OVERALL OBJECTIVE : IMPACT	Increase in overall port security through the monitoring of transiting goods	Value of illicit transits detected by port authorities . Number of illicit transits detected by port authorities	To be determined by the implementing partner in the inception phase, reflecting on the target areas situation on the ground	To be determined together with the implementing partner in the inception phase	Project internal monitoring system	
SPECIFIC OBJECTIVE (S)	Increased capacity of partner countries to address port-related vulnerabilities	Number of people that successfully completed standardized training programs. Partner would assess capacity of participants at beginning and end of training (standard procedure)	To be determined together with the implementing partner in the preparatory phase	To be determined together with the implementing partner in the preparatory phase	Project internal monitoring system	Target authorities and groups will ensure sustainability and durability to the action depending on the interest raised by the implementing measures. The security situation of the target areas does not deteriorate further.

RESULTS	Results 1: Enhanced compliance with the ISPS standards	Compliance with ISPS – certification / on path towards certification	To be determined together with the implementing partner in the preparatory phase	To be determined together with the implementing partner in the preparatory phase	Project internal monitoring system	Good cooperation amongst authorities and stakeholders . Ability of the implementing partner to mobilise timely the right expertise for the roll out of activities.
	Results 2 : Increased Law Enforcement	Number of trained agents	To be determined together with the implementing partner in the preparatory phase	To be determined together with the implementing partner in the preparatory phase (2018)	Project internal monitoring system	Good cooperation amongst authorities and stakeholders . Ability of the implementing partner to mobilise timely the right expertise for the roll out of activities.
	Result 3: Strengthened Prevention and Preparedness	Number of crisis management exercises conducted / number of trained agents	To be determined together with the implementing partner in the preparatory phase	To be determined together with the implementing partner in the preparatory phase (2018)	Project internal monitoring system	Good cooperation amongst authorities and stakeholders . Ability of the implementing partner to mobilise timely the right expertise for the roll out of activities.

Activities		Resources	Cost	
	1.1 ISPS Audits	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team
	1.2 Recommendations	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team
	1.3 Implementation of measures recommended	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team
	2.1 Assessment of security risk and preparedness levels throughout relevant operational chains	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team
	2.2 Training, exercises including a training of trainers	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team
	3.1 Training, exercises including a training of trainers	Expertise, training	Cf. project budget	Local partner is willing to participate and to collaborate with the team

ANNEX II – COMMUNICATIONS PLAN

Port security project communications & visibility programme

1. Objectives

The port security project aims to offer a wide-range technical assistance programme to Western and central African ports.

The key challenge is the engagement of individual port authorities in the project's activities.

Establishing sufficient *visibility* and ensuring effective *communications* among stakeholders is an important element of success for the port security project and, over the long term, towards creating the necessary goodwill to ensure the effective implementation of the project's activities.

At the same time, the communications programme will help the EU to gain recognition for its helpful role and leadership in enhancing port security and safety.

2. Audiences

Target audiences for the communications programme can be divided into two broad categories:

A - Internal:

Government-sector and private-sector officials and people responsible for maritime security, e.g. people active in:

- Maritime policy-making
- Diplomacy
- Maritime transport
- Maritime insurance
- Port management and port security
- Logistics
- The protection of the maritime environment
- Maritime and criminal law
- Law enforcement
- Customs with maritime or harbour responsibilities
- Maritime IT and communications networks
- Maritime universities and training centres
- Stationary port personnel: pilots, port police, tug boat operators
- Port administration: harbor master, port facility security officer, all personnel in charge of safety/security
- First responders, firemen, police, health services
- Relevant civilian administration, law enforcement penal chain: ministry of transport and maritime affairs, ministry of justice
- Search and Rescue (SAR), Navy and Coast Guards
- Technical maintenance: operators in charge of port facilities equipment maintenance

- Private sector private operators of port facilities, companies loading and unloading cargo, representative companies agents, maritime brokers, inspectors for ships classification societies...

These include officials in the relevant regional organisations:

- ECOWAS, ECCAS and GGC headquarters in Abuja, Libreville and Luanda
- Multinational maritime coordination centres in Praia, Accra, Cotonou, Douala and Luanda
- Regional and inter-regional maritime entities: CRESMAO in Abidjan, CRESMAC in Pointe Noire, the ICC in Yaoundé.
- Relevant officials and policy-makers in the 26 countries that have signed the Code of Conduct on the repression of piracy, armed robbery against ships, and illicit maritime activity in West and Central Africa: Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Niger, Nigeria, Republic of Congo, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone and Togo. (The area covers the 19 coastal states directly involved as well as neighbouring landlocked countries.)

B - External:

- Political stakeholders in Africa and in the EU (including African regional organisations like OMAOC, EU delegations in Western and Central Africa)
- International organisations (e.g. IMO, UNODC, INTERPOL...)
- Academia, think tanks and NGOs active in maritime, security and development matters
- Businesses and economic stakeholders (e.g. shipping companies, port authorities)
- Citizens in Africa and in the EU
- The media: local African media, international and EU media, specialised media in maritime and security matters

3. Situation analysis and communications strategy

Visibility and communications follow two quite different objectives. *Visibility* aims to create awareness if not support for what the port security project is striving to achieve; whereas *communications* aims to ensure that stakeholders are 1° informed and kept up to date about the project, its actions and achievements and, 2° actively communicate with each other and with the project's experts and trainers.

The geographical scope and different languages (English, French) are practical obstacles to be overcome.

Likewise, the project will seek and encourage the involvement of the communications teams of EU delegations on the ground in the countries covered by the project. Synergies will be sought where and when useful and possible.

Ensuring first-line visibility for the project is nevertheless likely to prove somewhat of a challenge. A clear identity, crystal-clear messaging, good design and the use of proper web tools and technologies will be vital to ensure that the project is both visible and accessible in a crowded digital environment.

Clearly defined communications objectives will also greatly facilitate proper communications by the beneficiary countries during and *after* the end of the project programme. Beneficiary countries will be encouraged to work in tandem with the project's communications team on a voluntary basis.

This is the essential element in our exit strategy: to ensure that as many beneficiary countries as possible engage in active communications on the need to combat illicit activities at sea and publicise any actions taken at national, regional and supra-regional levels. This will also help highlight the positive role played by the EU.

4. Messages

1 – The project will provide assistance in order to improve the security in port operations and management.

2 – The project will provide training, technical assistance and twinning opportunities with European ports, taking into account the needs of the African partners ports

3 - The long-term aim is to support peace, stability and economic and human development in the area. The ocean economy — shipping, fisheries and aquaculture, oil and gas production — is a major source of value and employment, but it can only flourish in a stable and secure environment. Port security underpins regional and international trade, and is thus of great importance for the hinterland and landlocked countries as well.

5. Communications tools and activities

5.1. Digital platform

We will launch a website in three languages to act as both an information portal about the project and its activities, and to provide educational support.

5.1.1. Characteristics

The website will be:

- bilingual (English, French)
- optimised for mobile internet usage (important in Africa)
- based on an open-source architecture and content-management system; the system will be robust and allow for the installation of any useful plug-ins

5.1.2. Main elements

It will include the following elements:

- Facts and data about the project News menu
- Twitter feed
- Maritime security knowledge base and glossary
- Online learning facility
- Video library

- If budget is sufficient, a short animation explaining the project in a nutshell

5.1.3. Hosting, emails, Search Engine Optimisation (SEO)

The website will be hosted on servers based in the EU, to guarantee the necessary level of security and dependability. The project's email addresses will be hosted on the same server. Hosting will be ensured for the duration of the project.

We will put in place a dedicated effort in terms of search engine optimisation. As said above, there are numerous websites competing for attention.

5.1.4. Public vs private information

As the website will host educational tools such as Moodle, we will need to ensure that access to the relevant portion of the website is restricted to duly identified and vetted users. This will require setting up of a proper user database with IDs and passwords by the key IT expert. The user database will be administered by the course leaders / trainers with support from the IT expert.

The same applies to possible desktop exercises that could be accessed and administered via the website.

5.2. Social media

We will establish a Twitter feed for the project, as vector for visibility, communication and the creation of a project community.

We will investigate whether other social media such as LinkedIn or Facebook are appropriate for building a community among our target audience.

5.3. Media relations

As noted under Point 2, media and journalists are an audience in their own right. But they are mainly useful as a means to reach to our core-target audiences.

In addition, we will reach out to media specialising in :

- European affairs
- African and international affairs
- maritime and security matters

We will not limit our efforts to print media, but will target specialised online outlets and blogs as well. We will also target audio-visual and digital video media, supported by "B roll" video material (see Point 5.7.)

The media relations campaign will require:

- research to establish lists of relevant media and their contact details
- research to develop news angles

- story-telling and message development
- training and briefing of the project’s spokespeople
- ongoing follow-up

5.4. Newsletter

We will publish a quarterly newsletter. The newsletter will be posted on our website, on Twitter and possibly other social media if appropriate.

Users will have the possibility to opt for receiving the newsletter via email.

The newsletter’s design and format will be kept simple and optimised for readability on a mobile device.

5.5. Visual Identity

A logo will be designed to enhance the project’s visibility and serve as a marker for all corresponding material.

Visual guidelines will be defined for communications materials such as written documents or slide presentations.

We will develop a consistent “look and feel” for electronic and printed documentation, including the website and any videos or animations.

The elements above will be designed so as to underscore the project’s key messages.

5.6. Presentation brochure

We produce printed brochures in English and French to present the key facts and messages about the project:

- about
- map of the project area, showing zones and centres of activity
- activities
- key dates
- target audiences
- contact details
- legal information
- data about donors (EU and government of Denmark) and Expertise France

The elements above will be consistent with information provided on the website.

5.7. Videos

We will produce a small number of short videos that will be hosted on the website’s server as well as on a separate public channel such as Youtube.

The video material will have several purposes. It will provide:

- Effective and attractive communication on the website
- Enhanced visibility and **Search Engine Optimisation (SEO)** via public channels such as Youtube
- Introduction material for training sessions and other public presentations (e.g. with political, civilian and military officials)
- Unedited “B roll” material for television and digital news channels

Producing the videos will require the development of a story board and the hiring of an experienced cameraperson and post-production artist. We will seek to shoot as much material as possible on site, during exercises, training sessions and the like.

Budget constraints permitting, we will produce English and French versions with voice-over for maximum impact. (Voicing over is preferable to subtitling.)

5.8. Animation

Budget constraints permitting, we will produce a short (3- to 4-minute) animation to the project’s role in supporting the Yaoundé architecture.

The animation will be hosted on the web portal. It will also be used in other instances such as public events and training sessions.

As for the videos, we will aim to develop the animation in 3 languages with voice-over.

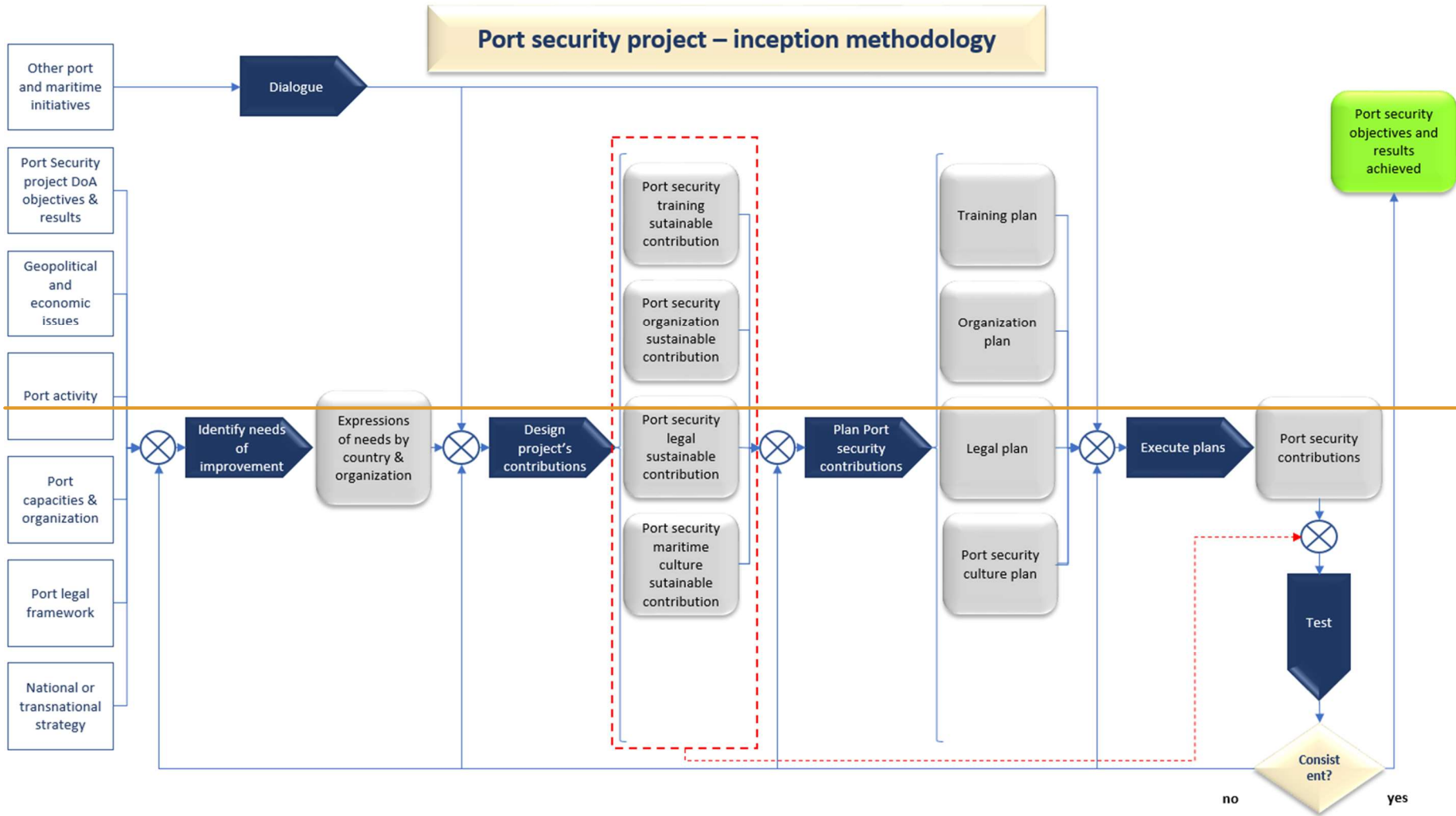
This will require the development of a tight and focused story board as well as a graphic artist.

5.9. Promotional material

We will design and produce a variety of branded materials and handouts to support the project’s visibility during various events and activities:

- banners, posters and stickers
- t-shirts
- baseball caps
- pens and notepads
- USB sticks
- etc.

ANNEX III PROJECT METHODOLOGY



ANNEX IV PRESENTATION OF THE PARTNERSHIP

The proposed partnership combines an extensive experience in EU project management with a verified capacity to provide relevant and high level experience both on a thematic (maritime and port security) and regional (Western and Central Africa) aspects. The expertise considered will come from respective public as well as private sectors (State action at sea, police, customs, maritime affairs, ship-owners, port authorities, logisticians, concession holders...). The members of the partnership will provide long term and short-term expertise and will participate in the project's steering committee.

Besides the member of the partnership presented hereafter, Expertise France has approached the Greek authorities in order to include them as well. No reply was received prior to the Expression of Interest's submission but the partnership will maintain contact. In addition, representatives of the relevant private sector present in the pre-identified ports and countries (Bolloré, CMA-CGM, Maersk) will be approached in the context of this project.

The three Member States presented represent important maritime sectors characterised by major ports administrated under PPP, or with an experience in administration shift management. In addition, the North/South representation within the proposed partnership ensures a strong complementarity of best practices throughout the components and activities considered.




Expertise France (EF) is the French International Expertise Agency, born from the merger of the 6 main French technical assistance agencies, which took place on 1st January 2015. It aims at participating in French cooperation, development aid, and economic influence policy, by responding to the growing need for expertise in developing countries, emerging countries, and neighbouring European countries, and to develop public policies in response to the institutional, economic, demographic, social and environmental challenges they encounter. It operates under the shared tutelage of the French ministry of Foreign Affairs and the ministry of Finance. As a consequence, it only works within the framework of public contracts. It also has a leading role in the "Alliance des opérateurs" that gathers all French implementing agencies such as Civipol, JCI... and ensures that French public proposals are coordinated and articulated. Expertise France supports its partners and clients in implementing public policies in areas such as sustainable development, economic development, public finances, governance and human rights, social protection and employment, health, and issues of stability, safety and security. It offers a wide range of interventions, based on an integrated public policies approach, to partner states, and other authorities, or multilateral or European donors. Its Stability, Safety and Security Department represents a great part of the agency activity. With a business volume of 160 million Euros in 2016, it stands for about 40% the agency activity.



Direction de la Coopération de Sécurité et de Défense (DCSD): Created in March 2009, the Direction de la Coopération de Sécurité et de Défense is part of the French ministry of Foreign Affairs and international Development. As part of its inter-ministerial dimension, it associates the Ministry of Defense and the Ministry of Interior. The DCSD is composed of diplomats, members of the French military, police and experts from the civil protection. It benefits from a network of more than 300 technical cooperation experts spread out over 140 countries, with a particular effort dedicated to its African partners (67% of its financial engagement in 2016). The DCSD is competent in matters of civil security.

The DCSD provides trainings for officers as well as offers the provision of high-level expertise on short and long-term commitments. Finally, the DCSD is also able to provide logistical support. In matters of State action at sea in Western Africa, the DCSD is particularly committed with its support to the Institut de Sécurité Maritime Interrégional (ISMI), located in Abidjan. This structure aims to offer training at a regional level in matters of maritime security, crisis management and coordination of resources. ISMI has been associated to previous EU programs (CRIMGO and currently GOGIN). Given its inter-ministerial dimension, the DCSD is capable of providing a wide-ranging expertise emanating from the French government. As such, it covers the fields concerned by the considered project (police, customs, state action at sea, maritime administrators...).

 In recent years NI-CO has implemented 11 EU Grant Actions, either as Co-ordinator or Implementing Partner, and, as a result of a six-pillar assessment by the European Commission, has recently been awarded eligibility for indirect management of EU Actions. NI-CO has in-depth experience of implementing large-scale multi-country Actions in the justice and rule of law sectors, and has also delivered a number of capacity building projects in the areas of organised and financial crime, integrated border management, intelligence led policing, prevention of terrorism and anti-money laundering.

In this role, NI-CO will represent the full UK institutional network and will be able to provide access to a wide range of HM Government departments and organisations with well-established and long-standing skills and experience in maritime security in the UK and overseas, including West Africa. These institutions include the Foreign & Commonwealth Office, (FCO), the Department for Transport (DfT), Home Office (UK Border Force), National Crime Agency (NCA) and the Centre for the Protection of National Infrastructure (CPNI). NI-CO will be responsible for the implementation, co-ordination and quality assurance of all technical inputs on behalf of these UK supporting institutions. The divisions within these institutions with specific responsibility and expertise related to this project are described below:

 The **Foreign & Commonwealth Office (FCO)** is responsible for coordinating the promotion of British interests overseas and supporting UK citizens and businesses across the globe. FCO lead the UK's policy on piracy and armed robbery at sea and undertakes significant engagement with other governments, international organisations, the shipping industry and other partners to support enhanced maritime security. The FCO also plays a leading role in identifying and funding the development of maritime capacity building initiatives in coastal States to combat maritime crime around the world, together with other Government Departments and international partners. In West Africa the FCO has an extensive network of diplomatic missions which support the UK's maritime security activities in the region. This platform enables the UK to undertake maritime security projects and capacity building activities both on a bilateral basis and in conjunction with other partners, including UNODC and IMO. In recent years the UK has undertaken both civilian and military maritime security capacity building projects in a large number of countries across the region including Nigeria, Ghana, Sierra Leone, Sao Tome and Principe, Togo and Cameroon. The UK currently also have a Royal Naval Liaison Officer working for the Economic Community of West African States (ECOWAS).

The **Department for Transport (DfT)** is the security regulator responsible for the security of ports/port facilities in the UK and the UK's Overseas Territories and Crown Dependencies, and for the UK-flagged shipping fleets. **The Maritime and Coastguard Agency (MCA)** is an executive agency of DfT and acts as the safety (and security) regulator for UK flag shipping, and operates the UK Ship Register.

The **International Maritime Security Operations Team (IMSOT)** in DfT provides UK government expertise on the International Ship and Port Facility (ISPS) Code and is responsible, on behalf of the UK, for assessing the levels of implementation of the ISPS Code at overseas ports to help mitigate risks to UK flagged shipping. The Team has the capability to conduct comprehensive assessments of ISPS security regimes at ports, including a needs assessment, and to offer advice and guidance on actions that can be taken to mitigate deficiencies and to improve the ISPS security regime. As part of this project, the IMSOT will oversee any ISPS assessments at the ports, potentially undertaking this work themselves if required. It will also oversee any capacity building activity to help address ISPS deficiencies at the ports. It is able to offer advice on Port Security Committee structures, and advice as to how the Competent Authority can develop and organise its own national compliance capability to audit national ports ISPS capabilities. The Team is experienced at working with both overseas governments and industry, and maintains regular liaison with the IMO Security Team.

The National Crime Agency (NCA) is a non-ministerial government department, also sitting within the Home Office. It has a wide remit, including the fight against serious and organised crime, strengthening the UK's borders, and fighting fraud. The NCA has a significant international footprint, which includes a liaison network to share expertise across the globe, a military and maritime intelligence hub and a co-ordination centre to bring together agencies around the world to target criminals and their commodities before they reach the UK. NCA has an established network of Liaison Officers in the West Africa region, with an enhanced presence in Nigeria, primarily working out of UK Embassies and High Commissions.

UK Border Force is a law enforcement agency embedded within the Home Office. It secures the UK border and facilitates the legitimate movement of individuals and goods, whilst preventing those that would cause harm from entering the UK. This is achieved through the immigration and customs checks carried out by its staff at ports and airports. Border Force officers work at 140 sea and airports across the UK and overseas, primarily operating out of UK Embassies and High Commissions, including in West Africa.



World Maritime University (WMU): The World Maritime University (WMU) in Malmö, Sweden is a postgraduate maritime university founded by the International Maritime Organization (IMO), a specialized agency of the United Nations.

Established by an IMO Assembly Resolution in 1983, the aim of WMU is to further enhance the objectives and goals of IMO and IMO member states around the world through education, research, and capacity building to ensure safe, secure, and efficient shipping on clean oceans. WMU is truly an organization by and for the international maritime community.

The University operates on the basis of a Charter adopted by the IMO Assembly, and is accountable to the IMO Secretary-General, Council and Assembly, and to an international Board of Governors composed of representatives of some 50 different governmental, industry, labour and educational bodies. The University presents its annual report and budget to the IMO Council and also reports to the biennial session of the IMO Assembly. WMU receives the status, privileges and immunities of a UN institution in Sweden, and WMU degrees are recognized by the Swedish Ministry of Education and Research.

The partnership will provide the relevant expert team and supervise its activities in the pre-identified ports through continuous contact and communication with Expertise France, the project Team Leader and delegates. Each implementing partner of the proposal will be free to take part in any of

the Component, depending on its expertise. Regular steering committees will be held in order to guarantee that activities and prospects remain on track with expected results and with the initial terms of reference. This internal organisation will facilitate the coordination and monitoring of actions implemented, as well as enable a consistent and regular reporting. In addition, this modality should ease the readability of the project organisation, both within the partnership and for beneficiaries and EU Institutions.



Enabel is the Belgian development agency. Its mission is to implement and coordinate the Belgian international development policy.

ENABEL implement the Belgian governmental cooperation in its 14 partner countries and provides their expertise to other donors.

ENABEL participates in project together with partners, and actively contributes to the global efforts for sustainable development, especially in fragile states and the least developed countries, primarily in Africa.

It will take part of the consortium for its pool of public experts and its link with the Antwerp port.

ANNEX V PORT SELECTION ELIGIBILITY CRITERIA

- I. As selection of beneficiary ports will be made based on following criteria:
 - a. the importance at regional (or national) level.
 - b. the volume of international or transnational traffic of goods or passengers.
 - c. the presence of critical infrastructures (oil, gas, etc.) and volume of industrial activities and the risk posed.
 - d. the relevance according to international institutions and organizations (based on publicly available reports or studies).
 - e. strategic priorities defined by the different framework documents.

The selection will be made by a matrix factoring all the above criteria (in points) by assigning a number of points for criteria a,b,c,d, from 1-5 (x2 for criteria e), providing a final result which will then determine which port is higher rated and therefore eligible.

Port	CRITERIA	POINTS (1-5)	Validation
Example: Lagos : brief description of the port facility, number of terminals, international partners' presence (if any), type of industrial activities, commercial, dimensions of cargo, port operators, etc...	a	3	
	b	3	
	c	2	
	d	5	Piracy/theft/trafficking (Human Beings and small arms). UNODC annual report.
	e	5x2=10	
	TOTAL	23	