



## Aspired Capacities and Capabilities 2019-2020

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1. **Scope.** This document describes the anticipated and aspired capacities and capabilities of the Joint Maritime Information and Coordination Centre (JMICC)<sup>1</sup>. It will serve as a guide for the JMICC staff training programme and is to shape realistic expectations amongst the JMICC Stakeholder community. It also provides an aiming point, *defining a gradually increasing level of ambition* for capacity (and capability) enhancements for the years to come, ultimately leading towards a Puntland Situation Centre<sup>2</sup>. It is an updated version of the original document of date 10 December 2017.
2. **Realistic Expectations.** It will be the Director and staff of the JMICC that have the daunting task to mature the JMICC: *Transition from 'JMICC 1.0' to 'JMICC 2.0' towards a possible Puntland SITCEN*. Most, if not all of the required skillsets and competences are relatively new to the staff and need to be taught through a consistent mentoring, teaching and training (MTT) effort which is an integral part of the designated On the Job Training (OJT) programme for 2019- 2020.
3. **Project Implementation towards JMICC 1.0 (2017).** “JMICC 1.0” can be described as the basic, minimum level – *nucleus* – organisational structure required to start operating as a fledgling JMICC. It is equipped with a basic suite of IT systems and has the minimum level of necessary staff. During 2017, the JMICC Core Planning Team (CPT) has undergone consistent MTT and transitioned into a Project Delivery Team (PDT) whilst simultaneously assuming staff appointments within the JMICC.
4. **JMICC Capacities and Capabilities.**
  - a. **Capacity.** ‘Capacity’ can be defined as the ability that exists at present, whereas ‘capability’ refers to the higher level of ability and aptitude that an individual (or an organisation) can achieve or improve to. ‘Capacity’ may also be used to indicate – for instance – the number of operational, sea-going vessels that exist in the inventory of Puntland. In the context of the JMICC, capacity could indicate the sophistication of the IT suite, the span and responsiveness of the internal and external stakeholder network, et cetera.
  - b. **Capability.** ‘Capability’ – in the context of the JMICC – indicates inter alia the ability of the staff to meet the tasks given in a timely, comprehensive and accurate manner based on the combined individual competences and skillsets, and working as a coherent team. But also being able to develop and utilise the JMICC stakeholder network and all possible sources of information to good effect.

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<sup>1</sup> By using the word ‘Joint’ in the abbreviation JMICC, it implies that the future JMICC will ultimately seek to establish formal and ‘informal’ links all those agencies, organisations, local governments and relevant private and public actors that have a role to play during contingencies (be these security related; or accidents/incidents/events that are either man-caused, or caused by nature itself (i.e. flooding, drought)). It is also meant to provide holistic and coordinated support to agencies (like HADMA) and those local actors that have a role during search and rescue and disaster relief as a result of nature or man-caused accidents or incidents on land; and when applicable, at sea. As such its intended function and remit will be much broader than just to focus on ‘Maritime issues’ alone.

<sup>2</sup> Letter Puntland President Dr. Abdiweli Mohamed Ali Gas, Ref MW/DPS/430/2017 dated 24 July 2017.

It would also indicate the level of ability to anticipate, foresee and potentially predict future events; and communicate these pro-actively to the appropriate authorities.

c. JMICC 1.0 - Essential Components of Capacity and Capability. See the table of the DCTOMP&F factors at paragraph 8.

5. **Methodology to map the JMICC capacities and capabilities**. This document will use the “DCTOMP&F” factors to structure or map the JMICC’s anticipated (aspired) capacities and capabilities over time. It must be appreciated that there is a long way to go to achieve the status of Full Operational Capability; but at the same time the fledgling JMICC can also be seen as part of a cost-effective “Offset Strategy” for Puntland: Until such time that Puntland has the right type of ‘joint’ capabilities in the right quantities, and geographically dispersed at supportable locations, the future JMICC is to be viewed as part of an offset strategy to balance the current lacuna in such capabilities. It is an affordable, yet key element of the necessary national “capability bundle” to – inter alia – address maritime crime and/or respond to emergencies, accidents and incidents at sea and on land. See paragraph 9 for detail.

6. **JMICC Provisional Vision and Mission Statements**. These are currently formulated as follows:

a. Vision Statement. The Joint Maritime Information and Coordination Centre is meant to evolve into a National Situation Centre, capable to support the Puntland Government, Institutions and Agencies with high level information and analysis products to support and influence policy decisions. In particular where it concerns comprehensive, time-sensitive inter-agency responses to contemporary and future risks and threats; and/or natural or man caused disasters and emergencies.

In its very early stages, the JMICC will need to be flexible by design to adjust to developments in the National Security Architecture, Somalia’s National Development Plan and guidance derived from the Comprehensive Approach to Security<sup>3</sup> framework; as well as to adjust to the internal (Puntland) developments<sup>4</sup> and proactively anticipate any emerging adjustments in the Puntland Security Sector Data Exploitation requirements.

It will be formally connected to regional (maritime) information centres outside Somalia. Within Puntland, the JMICC will have established working relationships with new communication and information nodes along the key coastal locations to achieve a sustained awareness and understanding of activities in the Puntland coastal and maritime space.

The JMICC will proactively support maintaining an enhanced level of maritime situational awareness (ultimately maritime domain awareness) by the Federal and State maritime authorities; through the utilisation and seamless integration of open source information.<sup>5</sup> The JMICC will have established strong relationships with a broad network of actors operating within the Puntland State of Somalia (HADMA, NGOs, IOs (UNDSS), ICRC, local governance, et cetera). It will have developed a robust Research and Analysis function to support the information

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<sup>3</sup> In particular Strand 2b: Internal Security. Strand 2b is to lead on capacity enhancement of the Mo(I)S at Federal and State level, NISA, federal police, state police, specialist police units; including Internal Security Strategy (ISS) and ‘Maritime’. CAS Strand 2b has several Sub-Working Groups, i.e. on Police (SWGP) and Maritime Security. Strand 4: P/CVE including defectors.

<sup>4</sup> For instance the implications of the introduction of the Puntland State Police Plan; and the New Policing Model (NPM).

<sup>5</sup> Protocols and procedures for handling classified information will be developed by 2018.

coordination functions. By using a modern IT environment and encouraging collaborative working practices it will foster a responsive, all source data exploitation and information environment.

b. Mission Statement. The JMICC will monitor, research, analyse and assess the accuracy, reliability and relevance of all information from multiple open sources; and provide this to the decision makers within ministries and agencies; *in order to*:

- (1) Contribute to enhancing the Puntland capability to maintain persistent land and maritime situational awareness through the rapid sharing of fused information amongst all concerned stakeholders; and to:
- (2) Provide information and analysis support to stakeholder Ministries; and Law Enforcement Agencies responding to security risks and threats and countering illicit activities; and to:
- (3) Provide information and analysis support to other Ministries, organisations and agencies as directed.

*Governance is about Policy, Strategy, Implementation and Evaluation; the future JMICC will contribute to this. Maritime security and the blue economy will depend on the capability of the state, its security and governance.*

*The key to success in the 'Security Sector' is the ability to rapidly exploit and process data; and support the generation of coordinated, proportionate and lawful operational responses.*

*"Maritime security must be a coordinated effort between public, private and international entities if it is to effectively address all risks and threats. The JMICC staff must learn to understand the information, the methods, the technology, networks and resources required to strengthen national security, especially in relation to maritime security, port and coastal area security".*

*But in addition, and to underscore the "joint" aspect, the staff must also understand the information and resource requirements related to Preventing/Countering Violent Extremism, migration, natural disasters, and other risks and threats that may affect Puntland and the broader Horn of Africa region.*

7. **JMICC 1.0 Organisation and Job Descriptions**. The organisational structure of the JMICC has been influenced by two deciding factors. Firstly identifying the existing physical space available in Garowe to house the JMICC, which also has the potential to expand and build essential Technical and Life Support functions to enable 24/7 activity.

The second factor is the availability of the minimum required quantity of core staff that can meet most of the desired qualifications and competences necessary within a JMICC environment.

a. Organisation. With the aforementioned factors in mind, the JMICC 1.0 organisation has been structured as follows:



8. DCTOMP&F Factors. General overview:

<b>Factor</b>	<b>Explanation / examples related to the JMICC</b>	<b>Remarks</b>
<b><u>D</u>octrine</b>	<ul style="list-style-type: none"> <li>- Explains how to operate the JMICC; influenced by and in balance with the below factors</li> <li>- SMRSS, Legal Frameworks, Directives, UNCLOS, BMP (Best Management Practices)</li> <li>- National Security Architecture documents</li> <li>- Scenario development</li> <li>- National guidance for the establishment of a Puntland SITCEN</li> </ul>	<p>Development of SOPs, SOI and SAI is in progress<sup>6</sup></p> <p>Establish a dedicated Taskforce</p>
<b><u>C</u>ommand &amp; Control</b>	<ul style="list-style-type: none"> <li>- Hierarchy, authorities</li> <li>- Information Exchange procedures and protocols</li> <li>- Coordination &amp; Collaboration with other (regional) Joint Operations Coordination Centres (JOCCs), Maritime (Rescue) and Coordination Centres</li> </ul>	<b>The JMICC has no command or control over forces</b>
<b><u>T</u>raining</b>	<ul style="list-style-type: none"> <li>- Individual and Collective training (followed by table top and/or real exercises)</li> <li>- OJT and mentoring, advising (MTT)</li> </ul>	
<b><u>O</u>rganisation</b>	<ul style="list-style-type: none"> <li>- Existing structure JMICC 1.0; and possible adjustments towards JMICC 2.0</li> <li>- Job Descriptions</li> <li>- Linkage to Coastal Reporting Nodes</li> </ul>	
<b><u>M</u>ateriel</b>	<ul style="list-style-type: none"> <li>- The 'hard' and software (office infrastructure, IT, software programmes, e-library)</li> </ul>	
<b><u>P</u>ersonnel</b>	<ul style="list-style-type: none"> <li>- The 'wetware' (= the human capital) in the right quantities and skilled in their work</li> </ul>	
<b><u>F</u>inance</b>	<ul style="list-style-type: none"> <li>- Annual budget requirement (salaries, upkeep of infrastructure and materiel, utilities (electricity, water), internet, guarding the JMICC; et cetera</li> </ul>	

The examples listed in the above table constitute some of the 'Essential Components of Capacity and Capability' of the JMICC organisation: the better these are organised and in balance with each other, the better the organisation will function.

New insights may necessitate a reprioritisation of the essential components of capacity and capability. In a similar vein, the lack of, or the temporary inability to improve certain components should not 'stop the process'.

<sup>6</sup> SOP – Standing Operating Procedures; SOI – Standing Operating Instructions; SAI – Standing Administrative Instructions.

9. **JMICC 1.0 and the DCTOMP&F factors.** The following matrix will outline the aspired objectives for the JMICC 1.0 organisation, to be achieved by early 2020.

<b>JMICC 1.0 and the DCTOMP&amp;F factors</b>		
<b>Factor</b>	<b>Aspired Objectives for 2018</b>	<b>Remarks</b>
<b><u>D</u>octrine</b>	<ul style="list-style-type: none"> <li>- Conduct MTT on how to operate the JMICC, in combination with progressive OJT</li> <li>- Conduct MTT on broader Somali and international developments</li> <li>- Conduct scenario development</li> <li>- Develop and validate SOPs, SOIs and SAIs</li> <li>- Develop daily routines</li> <li>- Develop protocols and procedures for handling classified information</li> </ul>	<p>To include geostrategic and geo-economic developments that affect the HoA – West Indian Ocean region</p> <p>In consultation with the Puntland Security Service</p>
<b><u>C</u>ommand &amp; Control</b>	<ul style="list-style-type: none"> <li>- Conduct a systematic, government approved and supported ‘outreach’ programme to connect the JMICC to relevant stakeholders</li> <li>- Conduct Awareness Raising events</li> <li>- Establish a structured data exchange with BP-MPU, PMPF and established coastal reporting nodes</li> <li>- Seek synergies with the Security Analysis Unit of Puntland Ministry of Security &amp; DDR</li> <li>- Support the Police – Prosecutor flow of information structure with analysis products</li> </ul>	<p>Expand the JMICC POC database</p> <p>Involve Puntland Media</p> <p>Dir JMICC to attend the monthly Security Sector Working Group at MoS/DDR</p>
<b><u>T</u>raining</b>	<ul style="list-style-type: none"> <li>- Establish an Individual and Collective OJT and MTT programme; to include inter alia:               <ul style="list-style-type: none"> <li>- Staff duties</li> <li>- ICT training (do’s and don’ts; filing convention; cyber threat awareness)</li> <li>- Use of e-library &amp; Research and Analysis</li> <li>- Reporting / Report writing</li> <li>- Introduction into Risk and Crisis Management</li> </ul> </li> <li>- Conduct table top and/or real (validation) exercises with prioritised stakeholders</li> </ul>	<p>Focus during Q2 – Q3 2019</p> <p>Focus during Q4 2019</p>
<b><u>O</u>rganisation</b>	<ul style="list-style-type: none"> <li>- Validate JMICC 1.0, or review its structure towards JMICC 2.0</li> <li>- Review JDs and prepare the 2<sup>nd</sup> tranche JDs for JMICC 2.0</li> </ul>	<p>Focus during Q4 2019; official validation to achieve status of Limited Initial Operating Capability (L-IOC)</p>
<b><u>M</u>ateriel</b>	<ul style="list-style-type: none"> <li>- Prepare inventory lists of all JMICC materiel</li> <li>- Mature the e-library</li> <li>- Identify essential materiel for transition to JMICC 2.0</li> </ul>	
<b><u>P</u>ersonnel</b>	<ul style="list-style-type: none"> <li>- Mature the HR management function (establish staff administrative, financial and medical records)</li> </ul>	<p>Assistance by Ministry of Labour</p>
<b><u>F</u>inance</b>	<ul style="list-style-type: none"> <li>- Develop the JMICC annual budget requirement</li> </ul>	

**Note:** All objectives will be incorporated in the OJT/MTT programme for 2019-2020.

10. **JMICC 2.0 and the DCTOMP&F factors.** The following matrix will outline the aspired objectives for the JMICC 2.0 organisation, to be achieved by end 2020.

<b>JMICC 2.0 and the DCTOMP&amp;F factors</b>		
<b>Factor</b>	<b>Aspired Objectives for 2020</b>	<b>Remarks</b>
<b><u>D</u>octrine</b>	<ul style="list-style-type: none"> <li>- JMICC 1.0 objectives achieved</li> <li>- Task Force 'Puntland SITCEN' established</li> <li>- Alignment with the National Disaster Management Policy</li> </ul>	
<b><u>C</u>ommand &amp; Control</b>	<ul style="list-style-type: none"> <li>- JMICC 1.0 objectives achieved</li> <li>- Expand the JMICC POC database with focus on international stakeholders and organisations</li> <li>- Enhanced Legal function</li> <li>- Enhanced Research and Analysis function (special focus on illegal, unregulated, and unreported (IUU) fishing)</li> <li>- Exchange of Liaison Officer structure in place</li> <li>- Ability to stream live video feeds of aerial or ground sensors</li> </ul>	<p>In relation to policy recommendations linked to maritime crime</p> <p>Consider LNO from Galmadug</p>
<b><u>T</u>raining</b>	<ul style="list-style-type: none"> <li>- JMICC 1.0 objectives achieved</li> <li>- Enhanced training in Risk and Crisis Management</li> <li>- Foreign courses (incl. funding)</li> </ul>	
<b><u>O</u>rganisation</b>	<ul style="list-style-type: none"> <li>- Structure JMICC 2.0 validated; supporting JDs prepared</li> <li>- Training function introduced</li> <li>- Monitoring and Evaluation &amp; Measuring Effectiveness functions introduced</li> <li>- Innovation and Technology function introduced</li> <li>- Develop an inter-organizational success map</li> </ul>	<p>)</p> <p>) Important to support TF</p> <p>) National SITCEN study</p>
<b><u>M</u>ateriel</b>	<ul style="list-style-type: none"> <li>- JMICC 1.0 objectives achieved</li> <li>- funding for procurement of Technical and Real Life Support functions, including coastal infrastructure enhancements secured</li> <li>- funding for bespoke MSA software</li> </ul>	
<b><u>P</u>ersonnel</b>	<ul style="list-style-type: none"> <li>- JMICC 1.0 objectives achieved</li> <li>- Establish an Intern programme</li> </ul>	Commence selection for additional staff to generate a surge capacity and/or earmark for future duties in the SITCEN
<b><u>F</u>inance</b>	<ul style="list-style-type: none"> <li>- JMICC annual budget requirements approved</li> </ul>	

11. **Framework for the JMICC Transition Process.**

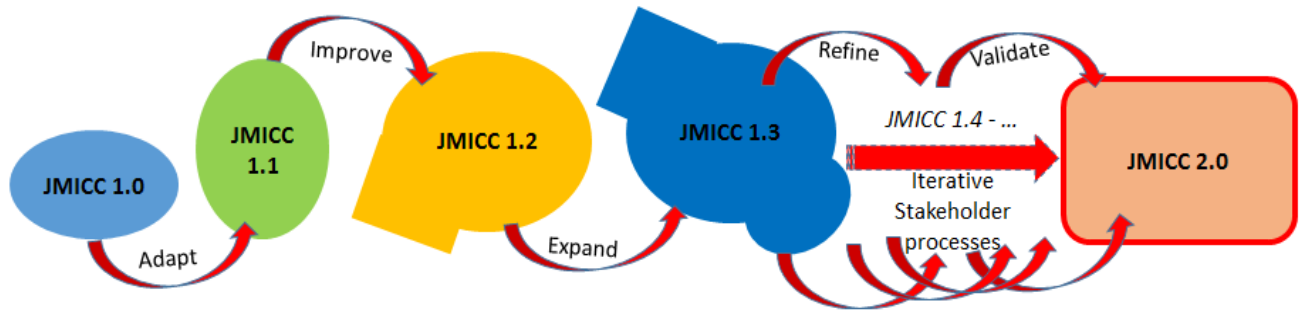
- a. Stakeholder satisfaction. Who are our stakeholders, and what do they want and need?
- b. Stakeholder contribution. What do we want and need from our stakeholders?

- c. Strategies. What strategies do we need to put in place to satisfy these sets of wants and needs?
- d. Processes. What processes do we need to put in place to satisfy these sets of wants and needs?
- e. Capabilities. What capabilities – ‘bundles of people’, practices, technology and infrastructure – do we need to put in place to allow us to operate our processes more effectively and efficiently?

*The process of interaction with the key Puntland Stakeholders, external organisations plus inter alia the influences derived from the emerging security frameworks, Federal Member State cooperation et cetera, will influence the gradual shaping and maturing of the JMICC 1.0 organisation; and its subsequent development.*

*The objective of the interaction is to optimise the structure and staffing level of the JMICC through a step by step, controlled process of adaptation towards ‘JMICC 2.0’. This process of interaction is ‘Puntland-led’ and ‘Puntland-owned’, and championed by the Director JMICC on behalf of the Office of the President.*

Graphically represented:



*Awareness Raising, consultation, mediation, mapping stakeholder ‘wants and needs’, Security Sector alignment, etc*

In academic terms the above process can be described as “Management of stakeholder values for alliance success”, where alliances, *as a cooperative initiative*, aim at synergy, expecting benefits obtained to exceed individual organisations (towards win-win business opportunities).

“Alliance success” equals a successful, viable JMICC organisation, and ultimately a successful design of the future Puntland SITCEN; with cross-Somali and regional connectivity (establish and maturing strategic partnerships).

12. **Critical Success Factors (CSF)**. In the context of the JMICC, critical success factors can be defined as a limited number of key variables or conditions that have a significant impact on how quickly and effectively the JMICC is able to meet its mission and set objectives. The most pertinent CSFs for the period 2019 - 2020 are:

- a. Enduring top level support by the Government of Puntland, through the ‘JMICC Sponsor’, the Office of the President.

b. A qualified and satisfied JMICC staff. To be achieved through imaginative OJT/MTT, in combination with staff incentives; and opportunities for further career enhancement.

c. “Customer satisfaction” – the JMICC Stakeholder community recognises the relevance of the JMICC, as a service provider of timely and factual information; and as a precursor organisation (‘testbed’) for the future Puntland SITCEN.

d. Information (data) exchange routines established with the stakeholder Ministries, notably the Ministry of Security, the Ministry of Maritime Transport, Ports & Maritime Crime Prevention, the Ministry of Fisheries and Marine Resources; Maritime Law Enforcement Actors such as the Puntland Maritime Police Force and the Bosasso Port Maritime Police Unit; and other key coastal locations once these have been connected to the JMICC data exchange architecture.

13. This document will be periodically reviewed.