

UNITED STATES COAST GUARD



ILLEGAL, UNREPORTED, AND UNREGULATED
FISHING STRATEGIC OUTLOOK

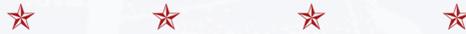
IMPLEMENTATION PLAN



JULY 2021
WASHINGTON, D.C.

IMPLEMENTATION PLAN

FOR THE U.S. COAST GUARD ILLEGAL, UNREPORTED, AND UNREGULATED (IUU) FISHING STRATEGIC OUTLOOK



Illegal, Unreported, and Unregulated (IUU) fishing is a pervasive global maritime security threat. By undermining international agreements and fisheries conservation measures, IUU fishing jeopardizes food security and economic security, with pronounced destabilizing effects on vulnerable coastal States. If IUU fishing continues unchecked, we can expect increased tensions among foreign fishing nations, threatening geo-political stability around the world. This Implementation Plan outlines actions the U.S. Coast Guard will take to achieve our strategic objectives to combat illegal exploitation of the ocean's fish stocks, support good maritime governance, foster networks of domestic and international partnerships to protect our national interests, and advance rules-based order in the maritime domain.

Handwritten signature of Linda L. Fagan in black ink.

July 26, 2021

ADMIRAL LINDA L. FAGAN
Vice Commandant, U.S. Coast Guard

DATE



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Overview

Countering IUU fishing is a rising U.S. Government priority. IUU fishing presents more than just a direct threat to the sustainable management of marine resources. IUU fishing represents a significant crack in the infrastructure of global norms and rules-based order that we have relied on for the last century. When supported as a de-facto state policy, IUU fishing enables the ravaging of global fisheries resources through gray-zone economic warfare. In the last three years, both the White House¹ and Congress² have recognized IUU fishing as a significant threat to U.S. national and regional security. In response, U.S. Government agencies have expanded collaborative domestic efforts and international partnerships to counter IUU fishing and practices that seek to undermine the rule of law.

“It is the policy of the United States... to take action to curtail the global trade in seafood and seafood products derived from IUU fishing, including its links to forced labor and transnational organized illegal activity...”

~ MARITIME SAFE ACT, DECEMBER 2019

As a major market, wild seafood producer, and exporter of fish and fish products, the United States has a particularly strong interest in combating IUU fishing to ensure illegally caught products do not unfairly compete in the marketplace with law-abiding fishers and seafood industries. We also recognize that many other nations around the globe are equally committed to ensuring sustainable resource management, upholding maritime safety and security, and respecting international norms on the high seas. Unfortunately, some nations do not act as responsible flag states by failing to patrol their sovereign waters, police their fleets, and apprehend and prosecute transgressors. This lack of shared responsibility creates opportunities for exploitation.

The *Illegal, Unreported, and Unregulated Fishing Strategic Outlook* is the U.S. Coast Guard’s long-term vision to lead U.S. efforts to counter IUU fishing, contributing directly to broader efforts in the National Security and National Military Strategies to uphold free and open systems of governance. This Strategic Outlook provides the framework by which we will leverage our authorities and capabilities to promote a whole-of-government effort to protect sovereignty, support cooperative enforcement of international laws, and advance stability, security, and order in the maritime domain.

As the only U.S. Government agency with the infrastructure and authority to project a law enforcement presence throughout the 3.36 million square mile U.S. Exclusive Economic Zone (EEZ) and in key areas of the high seas, demand for U.S. Coast Guard services in this mission is growing. However, with this demand also comes tremendous opportunity. At-sea enforcement of living marine resources is an enduring U.S. Coast Guard mission, and we excel at forging human-to-human partnerships to create collaborative, durable networks. Working with partners in the National Oceanic and Atmospheric Administration (NOAA), the Department of State (DOS), the Department of Defense (DOD), and the U.S. Agency for International Development (USAID), among others, the U.S. Coast Guard will galvanize an international coalition to confront coercive and antagonistic activity head-on and uphold our shared peaceful and humanitarian values.

¹ Executive Order No. 13921, 85 Fed. Reg. 28471 (May 12, 2020).

² Maritime Security and Fisheries Enforcement (SAFE) Act, 16 U.S.C. § 8001 *et seq.*

UNITED STATES COAST GUARD



ILLEGAL, UNREPORTED, AND UNREGULATED FISHING STRATEGIC OUTLOOK



SEPTEMBER 2020
WASHINGTON, D.C.

Methodology

The *Coast Guard Strategic Plan (2018-2022)* establishes the U.S. Coast Guard's focus for the present and sets the Service's vision for the future. Strategic Outlooks, including the *IUU Fishing Strategic Outlook*, define the U.S. Coast Guard's long-term strategic planning efforts for specific issues and establish an overall scope of operations related to each issue.

Implementation Plans describe how the U.S. Coast Guard intends to accomplish strategic objectives through specific initiatives. Each initiative provides context for budget requests, acquisitions and logistics, program management and milestones, and operational execution and performance targets.



COAST GUARD STRATEGIC PLAN 2018 – 2022





Implementing the IUU Fishing Strategic Outlook

The *IUU Fishing Strategic Outlook* announced the U.S. Coast Guard's commitment to leading a global effort to combat illegal exploitation of the ocean's fish stocks and protect our national interests. The Strategic Outlook established three Lines of Effort (LOEs) that will guide the U.S. Coast Guard's actions to combat IUU fishing and, in the process, strengthen global maritime security, uphold regional stability, and promote economic prosperity.

LOE 1: Promote Targeted, Effective, Intelligence-Driven Enforcement Operations

LOE 2: Counter Predatory and Irresponsible State Behavior

LOE 3: Expand Multilateral Fisheries Enforcement Cooperation

This Implementation Plan presents ten Initiatives and supporting Actions that execute the *IUU Fishing Strategic Outlook's* LOEs to successfully address IUU fishing. These Initiatives and supporting Actions have been developed through a coordinated and broad analysis of current authorities, capabilities, and partnerships. Every Initiative is linked to a specific *IUU Fishing Strategic Outlook*

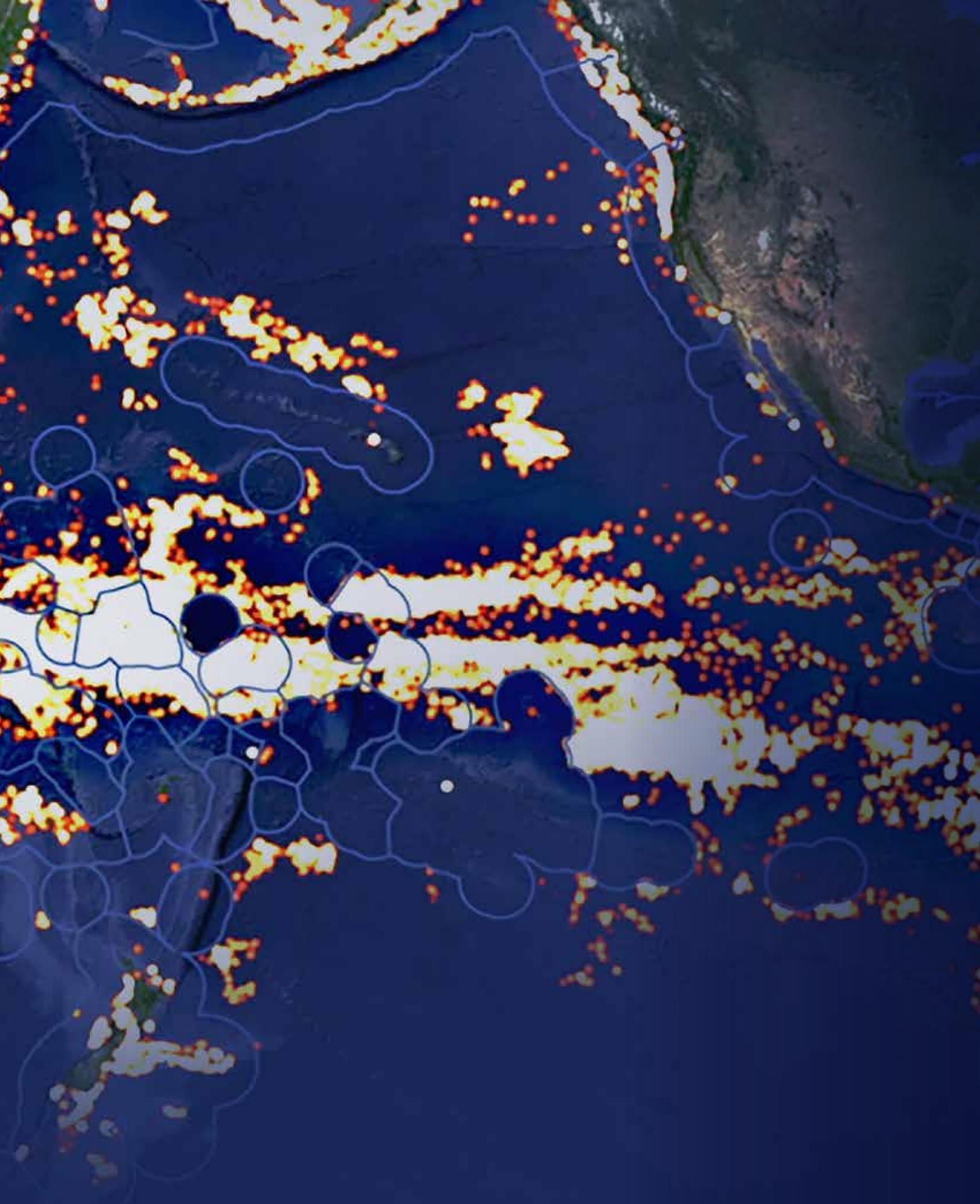


LOE. Actions listed within each Initiative represent the most pressing and crucial next steps to advance our counter-IUU fishing efforts. Each Initiative description also includes a lead office or unit responsible for overseeing the implementation of that Initiative.

- **Initiative 1:** Leverage Intelligence Capabilities (*LOE 1, 2, and 3*)
- **Initiative 2:** Enhance U.S. Coast Guard Operations (*LOE 1 and 2*)
- **Initiative 3:** Build and Strengthen Multilateral Coalitions (*LOE 3*)
- **Initiative 4:** Confront Predatory and Irresponsible Actions (*LOE 1, 2, and 3*)
- **Initiative 5:** Train Our People (*LOE 1*)
- **Initiative 6:** Build Partner Nation Capability (*LOE 1 and 3*)
- **Initiative 7:** Streamline Information Sharing (*LOE 1, 2, and 3*)
- **Initiative 8:** Communicate Strategically (*LOE 2 and 3*)
- **Initiative 9:** Implement Innovative Technology (*LOE 2 and 3*)
- **Initiative 10:** Measure Performance (*LOE 1, 2, and 3*)

This Implementation Plan will inform and guide the many ways in which the U.S. Coast Guard will fulfill the *IUU Fishing Strategic Outlook's* objectives over the coming decade. This Plan will be updated as necessary to maintain the U.S. Coast Guard's effectiveness in meeting the dynamic nature of the IUU fishing threat. This will require the development and application of robust performance measures that will enable the Service to respond to changing conditions.





INITIATIVE 1:

Leverage Intelligence Capabilities

LEAD | U.S. Coast Guard Assistant Commandant for Intelligence (CG-2)

SUPPORTING | U.S. Coast Guard Investigative Service (CGIS),
U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

Vast ocean spaces, impediments to swift information sharing, and gaps in maritime domain awareness create shadows in which IUU fishing perpetrators hide their activities. The U.S. Coast Guard will develop and employ robust intelligence capabilities and partnerships to identify the greatest threats, including irresponsible and predatory flag states, beneficial vessel owners, and criminal organizations, in order to reduce opportunities for IUU fishing to occur. We will regularly improve the sharing of classified information and press to declassify information to the greatest extent possible to promote enhanced distribution. Helping to ensure information is accessible to the widest audience will support our collective efforts to most effectively identify, target, and interdict nefarious actors in the maritime domain and within the seafood supply chain.

Next Steps:

1. Enhance engagement with National Maritime Intelligence-Integration Office (NMIO), the Intelligence Community (IC) maritime manager, and key stakeholders throughout the interagency to coordinate IC efforts and ensure IUU fishing remains an intelligence collection priority.
2. Incorporate U.S. Coast Guard Intelligence staffs into operations planning processes to develop and refine IUU intelligence collection requirements, prepare deploying assets to integrate intelligence collections into their planned operations, and provide deploying assets with updated trends and target lists to focus operations.
3. Enhance efforts to target specific IUU fishing networks and entities by leveraging the National Intelligence Coordination Center's Coastwatch resources (within the U.S. Customs and Border Protection (CBP)'s National Targeting Center's Counter Networks Division) to conduct network analysis.
4. Coordinate with NMIO and IC partners to highlight vessels, flag states, beneficial owners, and criminal organizations in relevant intelligence collection and strategic analysis.
5. Evaluate current intelligence dissemination practices to identify missing audiences.
6. Following established policies and agreements, maximize information sharing with key stakeholders, including state and local governments, public/private partners, foreign partner nations, and non-governmental (NGO) and international organizations.
7. Strengthen existing partnerships between CGIS and INTERPOL to detect and suppress IUU fishing along all points of the supply chain, including through intelligence-driven organized crime investigations.

INITIATIVE 2:

Enhance U.S. Coast Guard Operations

LEAD | U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R), U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I), U.S. Coast Guard Investigative Service (CGIS)

Conducting operations to deter, detect, and interdict IUU fishing is not a new mission for the U.S. Coast Guard. The growing demand for U.S. Coast Guard leadership and presence in this space, however, requires the Service to reevaluate past and future operations in order to reinvigorate partnerships, enhance capabilities, and improve operational effectiveness.

Next Steps:

1. Develop Concepts of Operations for IUU fishing enforcement that incorporate comprehensive surface, air, intelligence, and law enforcement capabilities in lockstep with capabilities brought by partner agencies and nations.
2. Leverage regional subject matter expertise using innovative patrol planning and guidance to effectively and efficiently identify, track, and target IUU fishing actors.
3. Develop new Tactics, Techniques, and Procedures and force packages to efficiently utilize the increased capabilities of the Sentinel, Legend, and Seagoing Buoy Tender class cutters. Incorporate Heritage class and Polar Security Cutters as they become operational.
4. Optimally resource counter-IUU fishing missions by increasing their priority within the Global Force Management Board and Strategic Planning Direction asset allocation processes.
5. Enhance cooperation and operational planning with DOD Combatant Commanders, including through information sharing and development of tailored force packages.
6. Establish annual, international, regionally based fisheries law enforcement symposiums to maintain networks between U.S. Coast Guard operational planners and key partners.
7. Seek opportunities to expand authorities that permit U.S. Coast Guard at-sea enforcement operations, including operationalizing the 1995 U.N. Fish Stocks Agreement high seas boarding and inspection program in both the South Pacific and Atlantic Oceans.
8. Continue to participate in worldwide IUU fishing operations led by INTERPOL aimed at countering predatory and irresponsible state behavior.





INITIATIVE 3:

Build and Strengthen Multilateral Coalitions

LEAD | U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R),
U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I),
U.S. Coast Guard Investigative Service (CGIS)

IUU fishing is the leading global maritime security threat, and as such, requires a coordinated global maritime response. The U.S. Coast Guard is prepared to enhance its leadership role to unite a network of partners who similarly seek to safeguard regional stability and peace. Together, we can eradicate IUU fishing by bringing light to the shadows where it exists.

Next Steps:

1. Support the U.S. Interagency Working Group for IUU Fishing, created by the Maritime SAFE Act, including through the development of the U.S. Five Year Strategic Plan as well as with targeted efforts to identify priority flag states and regions for engagement (as defined by the Maritime SAFE Act)³.
2. Seek commitments from international partners to increase at-sea enforcement presence in high priority operational areas to deter and take enforcement action against IUU fishing perpetrators.
3. Add counter-IUU fishing to existing bilateral law enforcement agreements and pursue new bilateral agreements with priority flag states. Endeavor to exercise every bilateral agreement annually.
4. In coordination with DOD, create and regularly exercise partnerships similar to the existing Oceania Maritime Security Initiative and Africa Maritime Law Enforcement Partnership in other priority regions to encourage counter-IUU fishing operations and coordinated enforcement patrols.
5. Continue to support DOS, USAID, and other intergovernmental partners through development and execution of international training and exercises that increase partner nation capability to improve their fisheries governance schemes and better enforce their own sovereignty.
6. Rigorously exercise Regional Fisheries Management Organizations (RFMOs) High Seas Boarding and Inspection authorities and engage with RFMOs to promote adoption of high seas boarding and inspection schemes where they do not currently exist.
7. Build and strengthen partnerships with NGOs and private organizations advancing the counter-IUU fishing effort in priority regions and flag states.
8. Continue to serve on the board of the INTERPOL Fisheries Crime Working Group, promoting cooperation with countries along all points of the fisheries supply chain, both on shore and at sea, to raise awareness about the impact of IUU fishing and attack criminal networks, not just individual poachers.
9. Further enhance collaboration with INTERPOL, including through potential for CGIS Special Agent to serve as Coordinator of Fisheries Enforcement, stationed in Lyon, France.

INITIATIVE 4:

Confront Predatory and Irresponsible Actions

LEAD | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R),
U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

SUPPORTING | U.S. Coast Guard Assistant Commandant for Intelligence (CG-2),
U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I),
U.S. Coast Guard Investigative Service (CGIS)



The U.S. Coast Guard is the world's premier multi-mission maritime service. We have a duty to demonstrate responsible action in the maritime domain. Working alongside like-minded partners with similar values and ideals, we will promote good global and regional maritime governance and deliver a strong, united response to states that continue to engage in predatory behavior, as well as those who disregard territorial integrity and responsible and respectful use of marine resources. Together, we will reinforce expectations that all fishing nations exercise responsible flag state control over their vessels, including distant water fleets, and demonstrate that they are taking the necessary steps to ensure compliance with international governance structures. We will spotlight those actors violating international norms, particularly those using IUU fishing as a tool of national power.

Next Steps:

1. Model responsible and appropriate behavior in the maritime domain, calling out those nations that similarly demonstrate appropriate behavior and actions that uphold the rule of law and behave with restraint and professionalism in the exercise of their authorities.
2. Actively participate as a member of U.S. delegations in international fora to provide maritime law enforcement expertise and support U.S. strategic priorities.
3. Advocate in multilateral and bilateral forums and through key leader engagements for partner nations to ratify the Port States Measures Agreement (PSMA).⁴
4. Highlight patterns of irresponsible maritime behavior, including aggressive activities and frequent international fishing violations, and work within RFMOs and other international bodies to increase awareness and compliance.
5. Leverage existing channels such as INTERPOL, Regional Coast Guard Forums, and country teams to broadcast irresponsible and predatory behavior to the international community, trigger accountability mechanisms such as those in the PSMA, and enable partner agencies and governments to block illicit products from entering global markets.
6. Continue to investigate leads from high seas boarding and inspection of fishing vessels, linking known vessels, fleets, companies, and owners to criminal activity in the U.S., such as money laundering and other illegal banking activities.

⁴ Food and Agriculture Organization of the United Nations (2009). *The Agreement on Port State Measures to Protect, Deter, and Eliminate IUU*. Retrieved from www.fao.org/port-state-measures/en/



Outcomes of Counter-IUU Fishing Operations

U.S. Coast Guard operations are a vital contribution to U.S. Government actions to address IUU fishing, and our enduring partnerships and efficient information sharing are the keys to eliminating opportunities for IUU fishing operations worldwide. Through the implementation of our *Illegal, Unreported, and Unregulated (IUU) Fishing Strategic Outlook*, we will expand a network of like-minded partners who, when working together, can illuminate the shadows where IUU fishing takes place and confront malign fishing actors and complicit flag states wherever they exist. Outcomes from such joint counter-IUU fishing operations can take many forms. U.S. Coast Guard interactions with foreign IUU fleets and vessels will often enable additional information to be gathered about IUU practices; and at times, they may also result in diplomatic actions or sanctions and/or law enforcement action by the United States or partner nations.

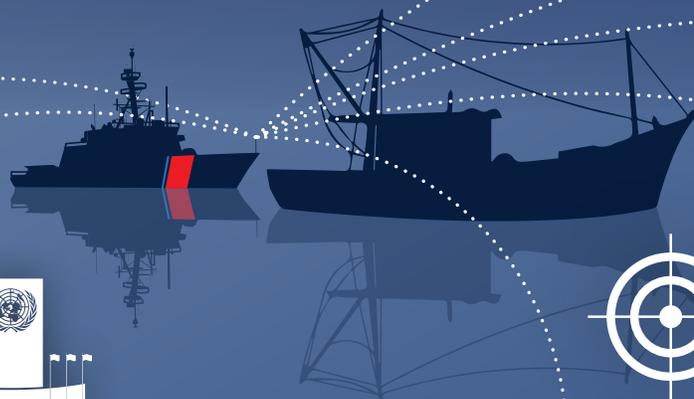


DIPLOMATIC PROCESSES

U.S. Coast Guard operations provide the U.S. Government opportunities to enhance partnerships with nations who share similar values of democracy and sovereignty, as well as diplomatic leverage to hold flag states accountable for actions that threaten peace and stability around the globe. Informed by our operations, the U.S. Department of State can pursue formal diplomatic petitions and protests to foreign governments that allow their fishing fleets to engage in IUU fishing and **build coalitions with like-minded nations to prevent IUU fishing-derived products or misrepresented seafood from entering global markets.**

INTERPOL NOTICES

U.S. Coast Guard operations and aggressive information sharing increase global awareness of IUU fishing through the use of INTERPOL Notices, the process by which the international community may seek or provide information on modus operandi, objects, devices, and concealment methods used by IUU fishing operators. Notices are seen by law enforcement officers in member countries around the world and **can trigger additional information and intelligence on the possible crimes of persons and entities included in the notice.**



HIGH SEAS BOARDING AND INSPECTIONS

U.S. Coast Guard operations support Regional Fisheries Management Organizations (RFMOs) by actively monitoring, controlling, and surveilling high seas fishing fleets through at-sea inspections. These actions enliven the process for the international community to hold IUU fishing actors accountable. U.S. Coast Guard operations directly support U.S. and partner nation efforts to **celebrate the behavior of responsible fishing nations and call out those nations acting irresponsibly.**





PORT STATE CONTROLS

U.S. Coast Guard operations support global efforts to cooperate with like-minded nations to block IUU fishers from offloading catch through the United Nations' Port State Measures Agreement (PSMA). Denying port entry, and access to port services, prevents illegal seafood from entering international trade markets, increases the costs associated with IUU fishing operations, and **removes the opportunity to profit from engaging in these activities.**



INCREASED MARITIME DOMAIN AWARENESS

U.S. Coast Guard observations during the course of overflights, law enforcement boardings, and alongside right of approach questioning increase intelligence to inform U.S. Government understanding of IUU fishing trends, tactics, and vulnerabilities. When shared with like-minded partners, this information **raises global awareness of IUU fishing threats and supports efforts to deter, detect, and interdict illicit operations.**

IUU FISHING VESSEL LISTS



Identifying vessels engaged in IUU fishing enables the international community to prohibit illicit operators from fishing in areas managed by RFMOs around the globe and promotes alignment with established maritime international norms. The U.S. Coast Guard identifies illegal fishing vessels through boardings and inspections and shares investigative results with RFMOs to inform IUU vessel lists. A vessel's inclusion on these lists **triggers additional port control measures like those covered in the PSMA.**

STRATEGIC MESSAGING

U.S. Coast Guard operations shape and support foreign-policy objectives only when the public understands the scope of the IUU fishing problem and its consequences and what we are doing to combat it. Active use of the media is crucial in modern diplomacy to ensure the public is informed and aware of challenges across the globe. The United States routinely shares information with the public to combat IUU fishing. The U.S. Coast Guard will aim to generate transparent communications to citizens of countries that are actively engaged in combatting IUU fishing, while simultaneously **broadcasting to the world inactions by irresponsible and predatory flag states.**



INITIATIVE 5:

Train Our People

LEAD | U.S. Coast Guard FORCECOM Training Division (FC-T)

**SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R),
U.S. Coast Guard Assistant Commandant for Intelligence (CG-2)**

In order to achieve difference-making mission excellence, the U.S. Coast Guard must invest in the development of our people - our greatest asset. We will train and support our personnel, empowering them with the information, knowledge, skills, equipment, and support systems needed to excel in counter-IUU fishing operations

Next Steps:

1. Establish an internal IUU fishing training working group to evaluate the U.S. Coast Guard's current training capability and identify areas where training needs to be bolstered to improve mission performance.
2. Identify critical skill sets and knowledge requirements of personnel who are best suited to train others based on their background and expertise in the U.S. Coast Guard's Living Marine Resource and other Law Enforcement missions. Leveraging baseline knowledge in these missions will be vital to successful training and operations.
3. Develop specialized training for counter-IUU fishing operations to include a RFMO training course and just-in-time style training for international fisheries engagements and operations.
4. Establish and train IUU fisheries law enforcement detachments (FISHDETs) that can deploy in support of major operations and foreign partner capacity building.
5. Train U.S. Coast Guard Intelligence staffs to analyze and interrupt IUU fishing threat finances.
6. Collaborate with NOAA and Department of Homeland Security partners to both identify IUU fishing indicators in U.S. ports and develop training modules that enhance awareness of enforcement measures and practices that bolster U.S. domestic seafood import controls. Train U.S. Coast Guard Port State Control personnel to detect and appropriately report suspicious activity.





INITIATIVE 6:

Build Partner Nation Capability

LEAD | U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I)

SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R), U.S. Coast Guard FORCECOM Training Division (FC-T), U.S. Coast Guard Investigative Service (CGIS), U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

As public awareness of the detrimental impacts of IUU fishing grows, so does the demand for U.S. Coast Guard training and technical assistance. Partner nations are increasingly requesting training and technical assistance from the U.S. Coast Guard through both formal and informal channels to strengthen multilateral fisheries enforcement cooperation. Through this Initiative, we will work internally and within the U.S. interagency to improve delivery of port security and fisheries enforcement training to foreign partners. We will also harmonize existing U.S. Coast Guard efforts to support and build capacity of international partners, particularly in priority regions and flag states.

Next Steps:

1. Develop a five-day (in-person) IUU Fishing Seminar curriculum to incorporate into existing partner nation comprehensive training programs. Develop course Measures of Effectiveness to guide follow-on curriculum adjustments.
2. Partner with Training Center Yorktown and Maritime Law Enforcement Academy to incorporate IUU fishing enforcement elements into existing compatible curricula, including Boarding Officer and Maritime Law Enforcement Instructor courses, as well as the new Advanced Boarding Officer Mobile Training course.
3. Prioritize partner nation requests for IUU fisheries enforcement training programs (including the IUU Fishing Seminar) to meet the greatest need. Priority will be determined both through DCO-I's international engagement strategy development as well as through the Maritime SAFE Act Working Group's process to identify priority regions and flag states.
4. Establish a U.S. Coast Guard International Fisheries Training Team to deliver training on the policy, regulatory, and technical development of fisheries law enforcement practices and assist partner nations to develop high seas boarding procedures, including RFMO high seas boarding and inspection regimes.
5. Build and strengthen partnerships with U.S. federal agencies, NGOs, and private organizations to increase interoperability and enhance delivery of joint, consistent counter-IUU fishing and port security and enforcement training in priority regions and flag states.
6. Partner with INTERPOL to assess the needs of law enforcement in vulnerable countries and provide tools and support to ensure they can disrupt trafficking routes and enforce national fisheries laws. Implementation of this project is subject to the availability of funds.

We will harmonize existing U.S. Coast Guard efforts to support and build capacity of international partners, particularly in priority regions and flag states.



INITIATIVE 7:

Streamline Information Sharing

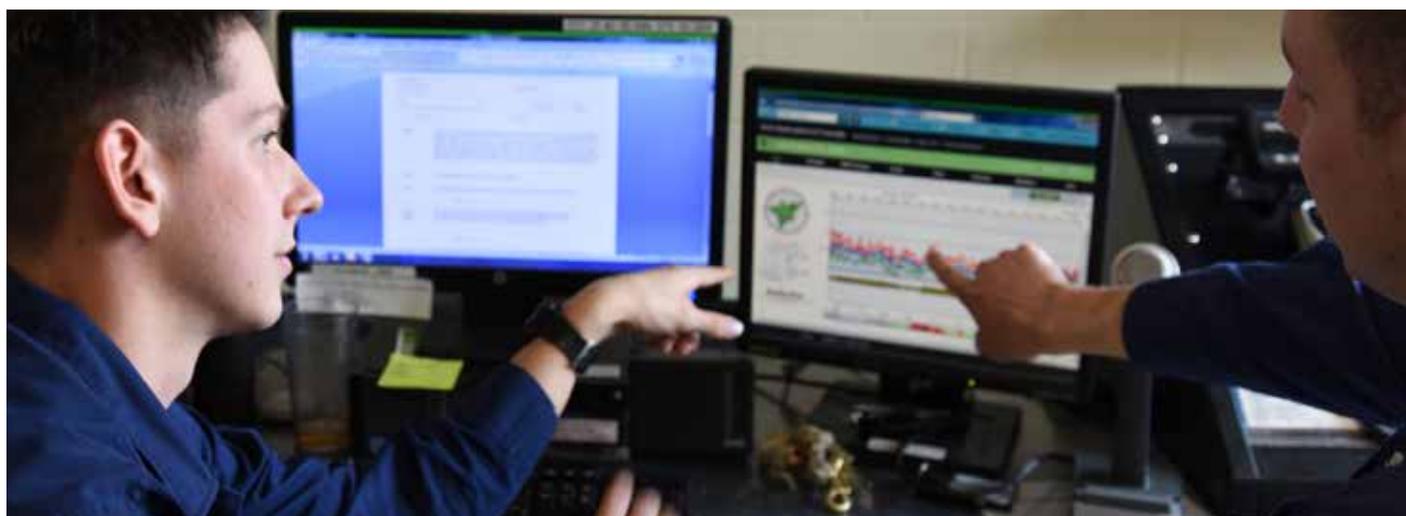
LEAD | U.S. Coast Guard Assistant Commandant for Intelligence (CG-2)

**SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R),
U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I),
U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area**

Illicit actors succeed by identifying and exploiting gaps in international fisheries governance and enforcement systems. The inability of partners to share information regarding IUU fishing threats creates shadows where IUU fishing occurs. Developing mechanisms to streamline information sharing among maritime partners will help bring illicit operations into the light and enable effective enforcement. We will aggressively seek opportunities to share relevant IUU fishing information with interagency partners, international governing bodies, foreign partners, and NGOs to increase visibility and ensure collective awareness of the IUU fishing threat. We will place particular emphasis on leveraging the current bilateral agreement process and associated outreach, which could potentially triple the U.S. Coast Guard's ability to establish meaningful information sharing agreements. The key lynchpin in supporting our partner nations is through information sharing arrangements and memorandums of understanding (MOUs). These MOUs must become a U.S. Coast Guard priority: they are the foundation of information sharing and will enable the foreign disclosure process to release sensitive U.S. Coast Guard-owned information.

Next Steps:

1. Develop interagency and intergovernmental information sharing processes that enable a U.S. Government-wide approach to IUU fishing enforcement.
2. Evaluate current law enforcement bilateral agreements to determine if additional security protocols should be added to support expanded information sharing. Add Controlled Unclassified Information sharing provisions to the DOS-approved standing law enforcement bilateral agreement template to support development of future agreements.





3. Evaluate partner nation technology infrastructure to understand their ability to receive and disseminate IUU fishing related data and information; coordinate with U.S. interagency partners to support where limitations exist.
4. Prioritize the use of unclassified and publically available information and tools that are widely sharable with other governments and NGOs.
5. Leverage the Information Sharing and Safeguarding Governance Board to expedite development of additional information sharing MOUs to support IUU fishing enforcement where needed. Prioritize bilateral partners that are most responsive to U.S. Coast Guard engagement requests and that have a historical working relationship with the U.S. Coast Guard.
6. Ensure each information sharing MOU has a lead action officer. Conduct periodic subject matter expert personnel exchanges between the service and partner nation to support MOU implementation. Subject matter experts should have access to U.S. secure communications and a thorough understanding of information release protocols.
7. Identify the information, training, tactics, techniques, procedures, and products that need to be shared in support of joint IUU fishing enforcement operations. Establish clear lines of communication and information sharing limitations with partner nations prior to commencement of operations.
8. Increase U.S. Coast Guard Liaison Officers in academic, NGO, and U.S. Government positions to maximize information and product sharing.
9. Identify key partner nation maritime fusion centers to engage with and provide information fusion, analytics training, and best practices in order to build capacity to utilize shared information.
10. Expand the U.S. Coast Guard international affairs and Attaché programs to build the multilateral ties to meet the Interim National Security Strategic Guidance.
11. Establish and deepen partnerships, particularly with NGOs, academia, and private sector partners, to identify and leverage information sharing platforms, analysis processes and software, and distribution networks that improve international access to unclassified information and intelligence.

INITIATIVE 8:

Communicate Strategically

LEAD | U.S. Coast Guard Director of Governmental and Public Affairs (CG-092)

SUPPORTING | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R), U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I), U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area, U.S. Coast Guard Investigative Service (CGIS)

Increasing public awareness of the threat IUU fishing presents to legitimate fishers, markets, and vulnerable coastal states is paramount. Citizens around the globe must be aware of the impacts of IUU fishing, as well as the actions taken by the U.S. Coast Guard and our partners to combat it. We will prioritize the steady and consistent communication of our collective efforts and accomplishments to the American public and the international community.



Next Steps:

1. Coordinate strategic messaging campaign with U.S. partner agencies – primarily NOAA, DOS, DOD, and USAID – to ensure consistent, impactful communications that support U.S. strategic priorities.
2. Develop a library of authoritative, publicly releasable material that identifies irresponsible and predatory actors and highlights counter-IUU actions of the U.S. Coast Guard and our partners.
3. Create robust social and multimedia campaigns and products for U.S. Coast Guard information platforms and DOS Foreign Press Centers and regional media hubs. Materials should be available in English, Spanish, French, Portuguese and Bahasa.
4. Leverage U.S. Coast Guard personnel assigned to U.S. Missions overseas to request U.S. Embassy Public Affairs Staffs release targeted messaging on IUU fishing through their social media platforms. Have the necessary instructions, authorities, and resources to increase communications related to IUU fishing, including:
 - i. A directive to coordinate with U.S. Mission Public Affairs Section (PAS) and U.S. Coast Guard External Affairs staff elements to increase IUU fishing content in social media engagement with the host country and in appropriate public engagements by the Chief of Mission.
 - ii. Prior clearance to engage local media and NGOs on-the-record using cleared IUU fishing-related content (as appropriate to local circumstances). The U.S. Coast Guard representative should work with PAS and other Mission sections to find appropriate academic and other stakeholder organizations with whom to engage.
 - iii. Regular updates of host nation activities to counter IUU fishing and reporting to the appropriate U.S. Coast Guard stakeholders.
5. Partner with like-minded governments, private organizations, private organizations, think tanks, academia and NGOs to amplify U.S. strategic messaging, build support for counter-IUU fishing efforts, and challenge false narratives from irresponsible actors.



INITIATIVE 9:

Implement Innovative Technology

LEAD | U.S. Coast Guard Assistant Commandant for Acquisition (CG-9)

SUPPORTING | U.S. Coast Guard Assistant Commandant for Intelligence (CG-2), U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R), U.S. Coast Guard Assistant Commandant for C4IT (CG-6), U.S. Coast Guard Assistant Commandant for Capability (CG-7), U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

The U.S. Coast Guard will stay abreast of advancements in new technology to combat IUU fishing. We will invest in digital tools, information technology infrastructure, and partnerships to enhance our ability to identify, target, and interdict illicit actors and disrupt the corrupt cycles of influence that enable illegal operations.

Next Steps:

1. Assess and promote development of technologies such as unmanned systems, sensors, autonomy, communications, rapid data analytics, and data networks to enable intelligence, surveillance, and reconnaissance across large and remote areas of the maritime domain.
2. Leverage the U.S. Coast Guard Research, Development, Testing, and Evaluation (RDT&E) and Innovation Program (CG-926) to identify, assess, and operationally test promising technologies through entities such as the Research and Development Center, Blue Technology Center of Expertise, Defense Innovation Unit, academia, and through research and development partnerships with DHS Science and Technology, DOD, and NGO stakeholders such as Global Fishing Watch.
3. Stay abreast of private sector technology solutions to IUU fishing challenges and seek opportunities to collaborate with them, as appropriate.



INITIATIVE 10:

Measure Performance

LEAD | U.S. Coast Guard Assistant Commandant for Response Policy (CG-5R)

SUPPORTING | U.S. Coast Guard Assistant Commandant for Intelligence (CG-2), U.S. Coast Guard Assistant Commandant for C4IT (CG-6), U.S. Coast Guard Assistant Commandant for Capability (CG-7), U.S. Coast Guard Assistant Commandant for Acquisition (CG-9), U.S. Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I), U.S. Coast Guard FORCECOM Training Division (FC-T), U.S. Coast Guard Atlantic Area, U.S. Coast Guard Pacific Area

In order to effectively and efficiently meet the objectives of the *IUU Fishing Strategic Outlook* and accomplish the Initiatives and Actions in this Implementation Plan, the U.S. Coast Guard must develop the ability to measure performance and respond to changing conditions. We will develop and improve our ability to conduct continuous qualitative and quantitative analyses that inform decision makers at the strategic, operational, and tactical levels.

Next Steps:

1. Develop a robust suite of performance metrics to gauge U.S. Coast Guard effectiveness in meeting the objectives outlined in the *IUU Fishing Strategic Outlook* and this Implementation Plan.
2. Identify near real-time metrics that enable the Service to remain nimble in responding to shifting trends and partner needs in the ongoing campaign to counter IUU fishing. Exercise operational flexibility to respond to evolving threats and shifting areas of focus based on location of predatory behavior.
3. Update this Implementation Plan as necessary to ensure the U.S. Coast Guard remains focused on key mission priorities and is appropriately resourced.
4. Prepare an annual *IUU Fishing Strategic Outlook Annual Report* to document the previous year's progress and outline goals for the following year.







U.S. COAST GUARD HEADQUARTERS
WASHINGTON, D.C.

US COAST GUARD OFFICE OF LAW ENFORCEMENT
FISHERIES ENFORCEMENT DIVISION (CG-MLE-4)

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