

**National Workshop on Incident Management  
System (IMS)**

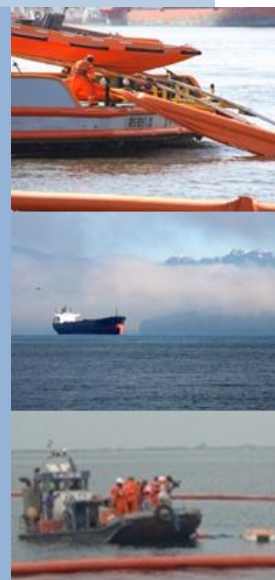
**Cape Town, South Africa  
9 – 11 June 2015**

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**Global Initiative for Western, Central and Southern Africa**

Hosted by:

**The Department of  
Environmental Affairs of  
South Africa**



#### NOTE

This document has been prepared within the framework of the Global Initiative for West, Central and Southern Africa as a contribution to the implementation of the biennial action envisaged for this Initiative. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the IMO or IPIECA concerning the legal status of any State, Territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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**IMO/IPIECA. 2015. Report of the National Workshop on Incident Management System (IMS).**

## Executive summary

The national workshop on Incident Management System (IMS) was organised in Cape Town, South Africa at The Western Cape Provincial Disaster Centre, from 9 to 11 June 2015. It gathered delegates from different ministries and agencies as well as representatives from the private sector.

The event was hosted by the Department of Environmental Affairs of South Africa within the framework of the GI WACAF Project. The workshop was supported by the International Maritime Organization (IMO) and IPIECA, the global oil and gas association for environmental and social issues.

Around 55 participants attended the workshop. A list of participants is attached as Annex 2 of this report.

The general objective of the workshop was to introduce the audience to the notion of Incident Management System (IMS) and to demonstrate the effectiveness of IMS as a management system.

The workshop provided a clear understanding of the differences between command, control and coordination and also identified the roles and responsibilities of key stakeholders. During the workshop, delegates put forward recommendations for which organisations should play key roles in an IMS system and the type of command structure (Single, coordinated or unified) should be applicable to South Africa. Delegates also developed a list of recommendations of the process by which IMS should be implemented.

In order to address the objectives of the workshop the participants were guided through three days of presentations, practical sessions and discussions. The outcomes of this work can be found in the following sections.

### Main workshop recommendations

1. The IMS Unified Command structure should be applied as the most effective system to respond to a national level offshore oil spill incident.
2. The following organizations should be considered to lead the various functions of IMS in South Africa:
  - Incident Command – DOT / SAMSA, PASA, Industry
  - Operations - DOT / SAMSA, DEA, PASA, OPCSA
  - Planning - DEA
  - Logistics – NDMC
  - Finance/Admin – NDMC, DOT / SAMSA, DEA, PASA
3. When considering IMS training in South Africa the B1 Working Group (or B1 Task Team) should identify the following:

- What knowledge of IMS already exists in South Africa (so that it may be utilized)
  - The appropriate personnel that should be trained on IMS
  - The type of training that should be provided
  - Which training providers should be employed
4. B1 Working Group to finalise Operations & Finance/Admin Function Chiefs considering recommendations from National Workshop on IMS
  5. B1 Working Group to finalise decision on IMS Command Structure considering recommendations from National Workshop on IMS
  6. B1 Working Group to utilise existing B1 Task Force to oversee IMS implementation
  7. B1 Working Group to develop MOU between key stakeholders to support implementation of IMS
  8. B1 Working Group to ask relevant organisations to identify key personnel for training
  9. B1 Task Force to undertake responsibility for identifying IMS training providers
  10. IMS checklist (provided by GI WACAF) to be submitted to the B1 working group for consideration
  11. B1 Task Team to consider how the provincial system would sit within a national IMS structure

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## 1. Presentation of the GI WACAF Project

Launched in 2006, the Global Initiative for West, Central and Southern Africa (GI WACAF Project) is a partnership between the International Maritime Organization (IMO) and IPIECA, the global oil and gas industry association for environmental and social issues, to enhance the capacity of countries to prepare for and respond to marine oil spills. A key innovative feature is to emphasise the promotion of public/private partnerships for effective oil spill response.

The mission is to strengthen the national oil spill response capability in 22 West, Central and Southern African countries through the establishment of a local partnership between the oil industry and the authorities in charge of oil spill preparedness and response at national level.

The Project is jointly funded by the IMO and 9 Oil Companies members (BP, Chevron, ConocoPhillips, ENI, ExxonMobil, Marathon, PERENCO, Shell and TOTAL) through IPIECA.



The scope is to organise workshops, training courses, seminars and deployment exercises in collaboration with the national authorities in charge of oil spill response and in partnership with local business units.

The GI WACAF Project is based on an effective management system comprising of six goals of preparedness to prepare for and respond to marine oil spills. These goals cover the requirements of the OPRC 90 Convention:

**Goal 1 - Legislation:** Promote the ratification of the relevant international Conventions

**Goal 2 - Contingency plan:** Develop National Contingency Plans for all the countries of the region

**Goal 3 - Designation of authority:** Obtain clarity on roles and responsibilities of all stakeholders

**Goal 4 - Regional agreements:** Promote the exchange of information and the provision of mutual assistance for oil spill incidents

**Goal 5 - Training:** Ensure that training and exercises are delivered in the participating countries on a regular basis

**Goal 6 - National capabilities:** Support participating countries in developing their own national response system

## 2. Introduction

Operation Phakisa is a government initiative established to unlock the economic potential of Southern Africa. Of the various tasks under the initiative, offshore oil and gas exploration and exploitation is identified as critical as the country seeks to invest in the exploration of 30 wells in the next 10 years. Government has realised that there are risks associated with offshore drilling, as a result, government task teams have been established under the Phakisa initiative to address issues associated with oil and gas development. The Department of Environmental Affairs (DEA) has been identified as the lead department in terms of initiative B1 under the Operation Phakisa. Initiative B1 addresses concerns on potential negative impact of offshore oil and gas exploration and production, with regards to all oil spills within this industry. A specific outcome of the B1 initiative is a joint industry-government emergency response drill which would prepare the country should there be an oil spill offshore. Establishing an Incident Management System (IMS) with clear missions and lines of authority is identified as one of the activities that need to be addressed in activity 3.2 of the Operation Phakisa B1 initiative deliverables.

The main objectives for the establishment of the Incident Management System within Operation Phakisa initiative B1 activity is to ensure that there is a well-structured and inclusively accepted offshore oil spill response management system in the South Africa. This will ensure efficiency and provide a system to be tested during the implementation stage of the “Joint Industry-Government Emergency Response Drills”.

Operation Phakisa B1 initiative working group members agreed that the most appropriate and feasible methodology for establishing IMS requires a space where different agencies with the role in offshore oil spill response will be sensitized in the theoretical concepts of Incident Command System before discussing the South African IMS.

After discussion it was decided that these requirements would be met in a workshop. The Global Initiative for West and Central Africa (GI WACAF) was identified as appropriate for undertaking this task in South Africa.

### **3. Objectives of the workshop**

The general objective of the workshop is to introduce the audience to the notion of Incident Management System (IMS) and to demonstrate the effectiveness of IMS as a management system.

The workshop will provide a clear understanding of the differences between command, control and coordination and also identify the roles and responsibilities of key stakeholders.

In addition, the following outcomes were identified:

- Identify an Incident Management Command structure for offshore oil spill response in South Africa;
- Initiate and identify roles and responsibilities for different organisations that have a responsibility for responding to offshore oil and gas incidents;
- Initiate and identify actions that need to be prepared for formalisation of the incident management organisation.

### **4. Programme of the Workshop**

The workshop was organised during three days. The programme is available in Annex 1.

- Tuesday 9 June 2015
  - Opening ceremony and introduction of the workshop
  - Overview on Incident Management System (IMS)
  - Organisational structure of IMS
- Wednesday 10 June 2015
  - Roles and responsibilities
  - Response and application of IMS
- Thursday 11 June 2015
  - Meeting Incident Challenges
  - IMS Competency and Preparedness
  - Development of an Incident Action Plan to implantation IMS in South Africa
  - Closing ceremony

### **5. Location, dates, and participants**

The workshop was held at the Western Cape Provincial Disaster Management Centre in Cape Town, South Africa from 9 to 11 June 2015. Approximately fifty participants from the different ministries and agencies attended the event. The oil and gas and shipping industries were also represented.



The experts invited to facilitate this workshop were Ken Church, Ian Moscoso and Graham Tew, from OSRL, with support from the GI WACAF Secretariat.

## 6. Activities and proceedings

### 6.1. Opening ceremony

The opening ceremony took place on Tuesday, 9 June 2015 at 09.00. It was introduced by Mr. Mpumzi Bonga (Director, Department of Mineral Resources). His speech is attached as Annex 3.

M. Anton Rhodes, GI WACAF Project Manager, delivered the IMO/IPIECA opening remarks (attached as Annex 4).

### 6.2. Proceedings of the National Workshop

#### DAY 1 Tuesday, 9 June 2015

##### **Session 1: Introduction of the workshop and presentation of the GI WACAF Project**

*Mr Anton Rhodes, GI WACAF*

The speaker provided an overview of the workshop objectives, the intended outcomes and the programme structure. He then provided an introduction to GI WACAF, outlining the projects scope, objectives, achievements and plans for the future.

##### **Session 2: Oil spill risk/IMS background**

*Mr Graham Tew, IPIECA Consultant*

The presenter provided a practical outline of how the sessions would be organized and how participants would be expected to provide feedback and input.

He then provided an introduction to IMS focusing upon its basic structure, history, and development. Participants were broken into 3 groups and asked to answer a set of prepared questions such as 'can you identify the challenges in responding to an offshore rig explosion'. Feedback was then provided in plenary.

##### **Session 3: IMS Organisational principles**

*Mr Ken Church, IPIECA Consultant*

The speaker emphasized key principles such as:

- Use of a single, integrated organization to manage the response
- Maintaining a modular and scalable organization
- Organization by function: Command, Operations, Planning etc
- Establishment of clear hierarchical structure

The speaker emphasized the need for a clear chain of command and unity of command. Common terminology was also identified as essential to ensuring an effective response.

He then outlined different command options: Single Command, Coordinated Command and Unified Command.

#### **Session 4: Control and Management Principles**

*Mr Ian Moscoso, IPIECA Consultant*

The speaker emphasised the importance of recognising Incident Complexity and the need to identifying clear objectives against which management actions can be undertaken. A step by step process for Managing by Objectives was outlined to the participants.

The SMART approach to objectives (Specific, Measurable, Achievable, Realistic, Timely) was outlined to the audience. Participants were then asked to identify what objectives should be agreed upon in the case of an offshore oil spill incident.

#### **Session 5: Functional Roles and Responsibilities**

*Mr Ian Moscoso, IPIECA Consultant*

The presentation focused upon the central question of ‘who does what in IMS?’ Particular emphasis was placed upon the roles and responsibilities of the command, operations, planning, logistics and finance functions within IMS.

In the discussion that followed, participants questioned how an emergency fund would be accessed / processed through IMS.

#### **Session 6: Benefits of the IMS system**

*Mr Graham Tew, IPIECA Consultant*

The speaker presented key benefits of IMS which included:

- Allows personnel from different organizations to come together
- Provides logistical and admin support to operations
- Cost effective (using the right resources in the right places with little or no waste)
- Transfer of command is easily applied

Also outlined were management tools used in IMS and the ‘IMS planning cycle’.

#### **Session 7: Development of the South African IMS framework**

*Mr Ian Moscoso, IPIECA Consultant*

The presenter emphasised the importance of ‘engaged partnership’ between the relevant organizations in South Africa to bring about an IMS framework. The importance of establishing a unified command, with common objectives under South African law was identified as essential.

It was further recommended that the private sector be part of the unified command to ensure appropriate resources can be mobilised.

### **Session 8: IMS and the All Hazard approach**

*Mr Ian Moscoso, IPIECA Consultant*

During this presentation it was emphasised that IMS is applicable to different types of hazards such as natural (earthquake), technological (airplane crash) and, human (terrorist act). It was explained that in any of these events the IMS aligns key roles and responsibilities across Government departments, and links all government, private, and NGO's in a unified approach.

## **DAY 2 Wednesday, 10 June 2015**

### **Session 9: Integrated Communication**

*Mr Ian Moscoso and Mr Graham Tew, IPIECA Consultants*

During this session participants were presented the relevant IMS communications based upon 3 key elements: 1) Modes - The hardware systems that transfer info 2) The use of communication resources 3) Networks - The procedures and processes for transferring information internally and externally.

During the discussion there was recognition that the development of sensitivity mapping (to be made digital) was a key priority for DEA. There was also discussion about different electronic communication systems that could assist with organization and logistics during an incident.

### **Session 10: Single command (on scene)**

*Mr Graham Tew and Mr Ken Church, IPIECA Consultants*

The presenter outlined key aspects related to IMS Single Command and the scenarios where it might be more applicable than using a unified system. For example, it was explained that often a small or medium sized oil spill will be dealt with directly by the industry operator using a single command IMS structure.

### **Session 11: SAMSA Centre for Sea Watch and Response**

*SAMSA Representative*

The presenter outlined the role and functions of the SAMSA Centre for Sea Watch and Response. Included in the presentation were examples of operations undertaken by the Centre such as satellite tracking of sea going vessels and monitoring of marine pollution.

### **Session 12: Unified command (EOC)**

*Mr Ian Moscoso and Mr Graham Tew, IPIECA Consultants*

The presenter began the session by explaining that Unified Command is used in responses where the government and industry form a joint command and manage the incident under a fully integrated IMS structure operating under a single Incident Action Plan. The speaker also outlined the key functions of the Coordinated Command Structure.

The presenter touched on the issue of trans-boundary incidents and the need for standard operating procedures. He emphasized the need of having a common management system that would allow the respective agencies to work together.

In the discussion that followed there was broad agreement amongst the participants that the Unified Command structure should be recommended as the most effective system to respond to a national level offshore oil spill incident.

### **Session 13: Tour of Emergency Operation Centre, Crisis Management Room**

Ms. Lavenia Nicholson, Deputy Director: Disaster Response Western Cape

During this session participants were provided a guided tour of the Western Cape Provincial Disaster Management Centre. The guide provided information on the different functions undertaken by the crisis centre and practical examples of how these were used during real incidents.

### **Session 14: Organisational Challenge**

*Mr Ian Moscoso, IPIECA Consultant*

The challenges of applying IMS in a disaster situation included: communication, financial controls and constraints, waste of resources (both financial and human), and resource procurement.

During the session participants were broken into three groups and asked to identify specific challenges that their organisation might face whilst responding to an oil spill incident as part of IMS. Serious challenges included coordination and communication between different provincial organisations and national level organisations.

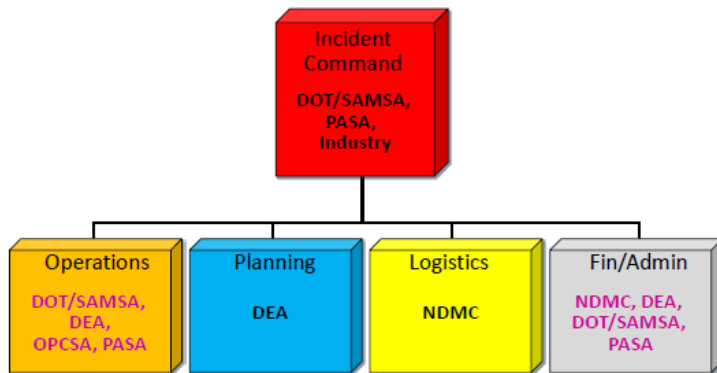
### **Session 15: Command and General Staff: Functions and Responsibilities**

*Mr Ken Church and Mr Graham Tew, IPIECA Consultants*

The key objective of this session was for the audience to identify the suitable organizations within South Africa to lead the various functions of a South African IMS (Command, Operations, Planning, Logistics, and Finance/Admin). To achieve this objective participants were broken into 4 groups. Each group was tasked with discussing and identifying the lead organization/s for each function.

Each group's recommendation was then captured and updated into the following diagram.

## End of Day 2 Feedback Summary



There was consensus amongst the participants that The National Disaster Management Agency (NDMA) should lead Logistics and that The Department for Environmental Affairs (DEA) should lead the Planning function. For the remaining functions a shortlist of appropriate organizations was agreed upon.

It was explained that the above recommendations put forward by the workshop participants would be considered by the Phakisa B1 Working Group as that group seeks to establish IMS in South Africa. There was also agreement that the B1 Working Group should decide on which of the shortlisted organizations should lead the relevant IMS function where consensus had not been reached.

### DAY 3 Thursday, 11 June 2015

#### **Session 16: Offshore industrial activities in South Africa**

*Petroleum Association of South Africa (PASA), PASA representative*

An overview of areas of exploration and production activities in South Africa was provided. The West Coast of South Africa was highlighted as the most active area in terms of offshore activity.

The presenter also outlined the key functions of PASA which include: promoting offshore exploration and production, receiving and granting permits for offshore activities, and ensuring compliance with environmental requirements.

### **Session 17: IMS Competency & Preparedness**

*Mr Ian Moscoso, Mr Graham Tew, IPIECA Consultants*

The presenter outlined practical ways to develop IMS competency in South Africa. For example, he explained the training programmes appropriate for the various organizations to develop IMS capability. The different levels of IMS training (intensive, moderate, light) were also explained. To assist with the establishment of IMS in South Africa the presenter provided an Incident Management System Implementation Checklist (see Annex 7).

Partnership between local institutions and pooling resources were identified as options for funding training programmes. In addition, it was suggested that international support (from organizations like GI WACAF) may also be necessary. 'Train the trainers' was also outlined as an option to develop in-country knowledge and expertise.

Participants recommended that the B1 Working Group consider the following when implementing training on IMS in South Africa:

- What knowledge of IMS already exists in South Africa (so that it may be utilized)
- The appropriate personnel that should be trained on IMS
- The type of training that should be provided
- Which training providers should be employed

It was further recommended that the B1 Working Group use the IMS Implementation Checklist as a reference document in their deliberations (see Annex 7).

### ***Session 19: Drafting of workshop recommendations***

*Mr Anton Rhodes, IPIECA / IMO*

In the final session of the Workshop participants were asked to identify the recommendations (in addition to those already provided) that should be undertaken to ensure the implementation of IMS in South Africa. It was explained that the recommendations would be sent to the B1 Working Group for consideration and possible endorsement.

In the discussion that followed the below list of recommendations were agreed upon.

## Recommendations to progress IMS

Recommendations	Owner
Finalise IMS Operations & Finance/Admin Function Chiefs considering recommendations from National Workshop on IMS (See IMS workshop report)	B1 Working Group
Finalise decision on IMS Command Structure considering recommendations from National Workshop on IMS (See IMS workshop report)	B1 Working Group
Utilise existing B1 Task Force to oversee IMS implementation	B1 Working Group
Develop MOU between key stakeholders to support implementation of IMS	B1 Working Group
Relevant organisations to identify key personnel for IMS training	B1 Working Group
Responsibility for identifying training providers	B1 Task Force*
IMS checklist to be submitted to the working group for consideration	B1 Working Group
Consider how the provincial system would sit within a national IMS structure	B1 Task Force*

*\*Task Force of technical experts working under the B1 Working Group in an advisory capacity*

Before the close of the session it was explained that after the workshop was concluded the B1 Working Group would consider the recommendations provided by participants and based on this input would then put forward a proposal to the Presidents Office for the establishment of IMS in South Africa. A decision would most likely be made by the Presidents office at the end of June 2015. If the proposal receives endorsement the intention is to commence training on IMS from January 2016.

A representative from the B1 Working Group suggested that organisations which are interested in the development of IMS in South Africa are welcome to join the appropriate Task Force under the B1 Working Group.

### 6.3. Closing ceremony

Closing remarks were provided by Mr. Mpumzi Bonga (Director, Department of Mineral Resources) and Mr Anton Rhodes (GI WACAF Project Manager). Both speakers thanked participants for their enthusiasm and commitment over the previous three days and The Department for Environmental Affairs for hosting the event. It was agreed that the outcomes from the workshop would serve as a strong driver for establishing IMS in South Africa.

## 7. Summary of recommendations

1. The IMS Unified Command structure should be applied as the most effective system to respond to a national level offshore oil spill incident.
2. The following organizations should be considered to lead the various functions of IMS in South Africa:
  - Incident Command – DOT / SAMSA, PASA, Industry
  - Operations - DOT / SAMSA, DEA, PASA, OPCSA
  - Planning - DEA
  - Logistics – NDMC
  - Finance/Admin – NDMC, DOT / SAMSA, DEA, PASA
3. When considering IMS training in South Africa the B1 Working Group (or B1 Task Team) should identify the following:
  - What knowledge of IMS already exists in South Africa (so that it may be utilized)
  - The appropriate personnel that should be trained on IMS
  - The type of training that should be provided
  - Which training providers should be employed
4. B1 Working Group to finalise Operations & Finance/Admin Function Chiefs considering recommendations from National Workshop on IMS
5. B1 Working Group to finalise decision on IMS Command Structure considering recommendations from National Workshop on IMS
6. B1 Working Group to utilise existing B1 Task Force to oversee IMS implementation
7. B1 Working Group to develop MOU between key stakeholders to support implementation of IMS
8. B1 Working Group to ask relevant organisations to identify key personnel for training
9. B1 Task Force to undertake responsibility for identifying IMS training providers
10. IMS checklist (provided by GI WACAF) to be submitted to the B1 working group for consideration
11. B1 Task Team to consider how the provincial system would sit within a national IMS structure



## **8. Conclusion**

The workshop brought together the key stakeholders responsible for strengthening South Africa's national oil spill response capability over an intense three-day period of discussion, presentations and practical exercises. Participants were committed to the workshop objectives and took all necessary steps to ensure that these were achieved.

The output from the working sessions is testament to the level of commitment from the participants involved, and the recommendations provided will form a strong foundation for the development of IMS in South Africa.

It is also intended that the workshop marks a new chapter in terms of closer collaboration between the GI WACAF project and South Africa.

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# National Workshop on Incident Management System (IMS)

Cape Town, South Africa  
9 – 11 June 2015

Global Initiative for Western, Central and Southern Africa

Organised by:

The Department of  
Environmental Affairs of  
South Africa



## The Global Initiative for West, Central and Southern Africa

Launched in 2006, the Global Initiative for West, Central and Southern Africa (GI WACAF Project) is a partnership between the International Maritime Organization (IMO) and IPIECA, the global oil and gas industry association for environmental and social issues, to enhance the capacity of countries to prepare for and respond to marine oil spills. A key innovative feature is to emphasise the promotion of public/private partnerships for effective oil spill response.

The mission is to strengthen the national oil spill response capability in 22 West, Central and Southern African countries through the establishment of a local partnership between the oil industry and the authorities in charge of oil spill preparedness and response at national level.

The Project is jointly funded by the IMO and 9 Oil Companies members (BP, Chevron, ConocoPhillips, ENI, ExxonMobil, Marathon, PERENCO, Shell and TOTAL) through IPIECA.



The scope is to organise workshops, training courses, seminars and deployment exercises in collaboration with the national authorities in charge of oil spill response and in partnership with local business units.

The GI WACAF Project is based on an effective management system comprising of six goals of preparedness to prepare for and respond to marine oil spills. These goals cover the requirements of the OPRC 90 Convention:

**Goal 1 - Legislation:** Promote the ratification of the relevant international Conventions

**Goal 2 - Contingency plan:** Develop National Contingency Plans for all the countries of the region

**Goal 3 - Designation of authority:** Obtain clarity on roles and responsibilities of all stakeholders

**Goal 4 - Regional agreements:** Promote the exchange of information and the provision of mutual assistance for oil spill incidents

**Goal 5 - Training:** Ensure that training and exercises are delivered in the participating countries on a regular basis

**Goal 6 - National capabilities:** Support participating countries in developing their own national response system

## **Dates and location**

This event will take place at The Western Cape Provincial Disaster Management Centre, Francie Van Zyl Drive, Tygerberg Hospital premises, Parow, 7500, Cape Town, South Africa, between 9 and 11 June 2015.

## **Workshop Objectives**

The general objective of the workshop is to introduce the audience to the notion of Incident Management System (IMS) and to demonstrate the effectiveness of IMS as a management system.

The workshop will provide a clear understanding of the differences between command, control and coordination and also identify the roles and responsibilities of key stakeholders. During the workshop, a model draft “Incident Action Plan” will be discussed and developed giving options towards future implementation and management.

In summary the envisaged outcomes for the intended workshop are as follows:

- Identify an Incident Management Command structure for offshore oil spill response in South Africa;
- Initiate and identify roles and responsibilities for different organisations that have a responsibility for responding to offshore oil and gas incidents;
- Initiate and identify actions that need to be prepared for formalisation of the incident management organisation.

## **Contact**

**Anton Rhodes, IMO / IPIECA – GI WACAF Project Manager**

Tel: +44 (0)20 7725 7205 / Cell: +44 (0)77 3899 3689

Email: [anton.rhodes@ipieca.org](mailto:anton.rhodes@ipieca.org)

**Chloé Blais, IMO / IPIECA – GI WACAF Project Consultant**

Tel: +44 (0)20 7463 4063 / Cell: +44 (0)75 8503 8529 / Fax: +44 (0)20 7587 3210

Email: [cblais@imo.org](mailto:cblais@imo.org)

<b>Day 1. Tuesday 9<sup>th</sup> June 2015</b>	
<b>08h30</b>	<b>Arrival and Registration of the participants</b>
	<b>Opening Ceremony</b>
<b>09h00</b>	<b>Opening Ceremony :</b> <ul style="list-style-type: none"> <li>- Welcome Address: Senior Official Representing the host</li> <li>- Opening Remarks: Anton Rhodes, GI WACAF Project Manager, IMO/IPIECA</li> <li>- Safety Brief: Ken Church, IPIECA Consultant</li> </ul>
	<b>Introduction</b>
<b>09h40</b>	<b>Introduction of workshop objectives</b> <i>Anton Rhodes, GI WACAF Project Manager, IMO/IPIECA</i> <ul style="list-style-type: none"> <li>- Introduction of the facilitators and of the participants</li> <li>- Objectives of workshop and programme</li> </ul>
<b>09h50</b>	<b>Presentation of the GI WACAF Project</b> <i>Anton Rhodes, GI WACAF Project Manager, IMO/IPIECA</i>
<b>10h15</b>	<b>Coffee break</b>
	<b>Overview of IMS</b>
<b>10h45</b>	<b>Oil spill risk/IMS Background – Topic specific to South Africa</b> <i>Graham Tew, IPIECA Consultant</i>
<b>11h05</b>	<b>IMS Organisational principles</b> <i>Ken Church, IPIECA Consultant</i>
<b>11h30</b>	<b>Control and Management Principles</b> <i>Ian Moscoso, IPIECA Consultant</i>
<b>12h00</b>	<b>Lunch Break</b>
	<b>Organisational structure</b>
<b>13h00</b>	<b>Functional roles and responsibilities</b> <i>Graham Tew, IPIECA Consultant</i>
<b>13h45</b>	<b>Benefits of the IMS system</b> <i>Ian Moscoso, IPIECA Consultant</i>
<b>14h30</b>	<b>Coffee break</b>
<b>15h00</b>	<b>Development of the South African IMS framework – Topic specific to South Africa</b> <i>Ian Moscoso, IPIECA Consultant</i>
<b>16h00</b>	<b>IMS and the All Hazard approach</b> <i>Ken Church, IPIECA Consultant</i>

16h45	<b>Summary of Day 1 and Planning for Day 2</b>
	End of Day 1

<b>Day 2. Wednesday 10<sup>th</sup> June 2015</b>	
	<b>Reflection and Recap</b>
09h00	<b>Reflection and Recap of Day 1</b>
	<b>Roles and Responsibilities</b>
09h10	<b>Organisational Challenge – Topic specific to South Africa</b> <i>Ian Moscoso, IPIECA Consultant</i>
09h50	<b>Establishing an Emergency Operation Centre, Crisis Management Room – Topic specific to South Africa</b> <i>Ken Church, IPIECA Consultant</i>
10h30	Coffee Break
11h00	<b>Command and General Staff: functions and responsibilities – Topic specific to South Africa</b> <i>Ian Moscoso/Graham Tew, IPIECA Consultants</i>
12h00	Lunch Break
	<b>Response and Application of IMS</b>
13h00	<b>Integrated Communication – Topic specific to South Africa</b> <i>Ian Moscoso/Graham Tew, IPIECA Consultants</i>
14h00	<b>Single Command (On Scene)</b> <i>Graham Tew/Ken Church, IPIECA Consultants</i>
15h00	Coffee Break
15h30	<b>Unified Command (EOC) – Topic specific to South Africa</b> <i>Ian Moscoso/Graham Tew, IPIECA Consultants</i>
16h30	<b>Summary of Day 2 and Planning for Day 3</b>
	End of Day 2

<b>Day 3. Thursday 11<sup>th</sup> June 2015</b>	
	<b>Reflection and Recap</b>
09h00	<b>Reflection and Recap of Day 2</b>
	<b>Meeting incident challenges</b>
09h10	<b>Industrial Activities in South Africa – Topic specific to South Africa</b> <i>Deene Collopy, IPIECA Consultant</i>
09h50	<b>Tiered Response – Topic specific to South Africa</b> <i>Ken Church, IPIECA Consultant</i>
10h30	Coffee break
11h00	<b>IMS Competency &amp; Preparedness – Topic specific to South Africa</b> <i>Ian Moscoso, IPIECA Consultant</i>
12h00	Lunch Break
	<b>Development of an Implementation Plan</b>
13h00	<b>Development of an Incident Action Plan to Implement an IMS – Topic specific to South Africa</b> <i>Ian Moscoso, IPIECA Consultant</i>
14h30	Coffee break
16h00	<b>Implement Plan Delivery – Topic specific to South Africa</b>
	<b>Closing ceremony</b>
16h30	<b>Closing Ceremony</b> <ul style="list-style-type: none"> <li>- Senior Government Official representing the Host</li> <li>- Anton Rhodes, GI WACAF Project Manager, IMO/IPIECA</li> </ul>
	<b>End of Day 3 and Workshop</b>

## Annex 2 – List of participants

Organizations	Name	Contacts
Department of Environmental Affairs (DEA)	Dr. Yazeed Peterson Director: (CPM):Coastal	<a href="mailto:ypeterson@environment.gov.za">ypeterson@environment.gov.za</a>
	Ms. Feroza Albertus Offshore sources of Marine CEO	<a href="mailto:Feroza@environment.gov.za">Feroza@environment.gov.za</a>
	Mr .Ulric Van Bloemestein Offshore sources of Marine CEO	<a href="mailto:uvbloem@environment.gov.za">uvbloem@environment.gov.za</a>
	Ms. Phindile Sabela-Rikhotso Emergency oil spill response SEO	<a href="mailto:psrikhotso@environment.gov.za">psrikhotso@environment.gov.za</a>
	Mr. Mawonga Mandleni Oil Spill response EO	<a href="mailto:mmandleni@environment.gov.za">mmandleni@environment.gov.za</a>
	Ms. Kanyisa Mtiya Administrator	<a href="mailto:kmtiya@environment.gov.za">kmtiya@environment.gov.za</a>
	Ms. Nokuzola Sukwana Dredging & other activities	<a href="mailto:nsukwana@environment.gov.za">nsukwana@environment.gov.za</a>
	Mr Simamkele Baqa Offshore sources: Intern	<a href="mailto:sbaqa@environment.gov.za">sbaqa@environment.gov.za</a>
	Mr. Teboho Ntje : Foreman Artisan for oil spill response equipment	<a href="mailto:tntje@environment.gov.za">tntje@environment.gov.za</a>
	Mr. Sivuyile Ngaba: Communication Officer	<a href="mailto:Sngaba@environment.gov.za">Sngaba@environment.gov.za</a>
Department of Transport	Mr. Terrence Mabuela	<a href="mailto:Mabuelat@dot.gov.za">Mabuelat@dot.gov.za</a>
South African Maritime Authority (SAMSA)	Mr. Tebogo Mojafi IOPC Operationalization Workgroup	<a href="mailto:TMojafi@samsa.org.za">TMojafi@samsa.org.za</a>
	Capt. Ravi Naicker Manager : Centre for Sea Watch Response & National Operations	<a href="mailto:rnaicker@samsa.org.za">rnaicker@samsa.org.za</a>
	Capt. Saroor Ali: Executive Manager	<a href="mailto:asali@samsa.org.za">asali@samsa.org.za</a>
	Mr. James Collonett: : CSWR	<a href="mailto:jcollonett@samsa.org.za">jcollonett@samsa.org.za</a>
	Mr. Siphon Mbatha	<a href="mailto:smbatha@samsa.org">smbatha@samsa.org</a>
South African	Mr. Pierre Nel	<a href="mailto:Pierre.nel@sanparks.org">Pierre.nel@sanparks.org</a>



<b>National parks (SANParks): National Offices</b>	Senior Ranger	
	Mr. Anban Padayachee Senior Ranger :Addo Elephany	<a href="mailto:Anban.padayachee@sanparks.org">Anban.padayachee@sanparks.org</a>
<b>SASOL</b>	Mr. Velly Mbokane Manager SHE	<a href="mailto:Velly.mbokane@sasol.com">Velly.mbokane@sasol.com</a>
	Mr. Johan Van Wyk Specialist Emergency Response	<a href="mailto:Johan.vanwyk1@sasol.com">Johan.vanwyk1@sasol.com</a>
<b>Engen</b>	Ms. Hlengiwe Zwane Emergency Response Specialist	<a href="mailto:Hlengiwe.zwane@engenoil.com">Hlengiwe.zwane@engenoil.com</a>
	Mr. Dale Braun	<a href="mailto:Dale.braun@engenoil.com">Dale.braun@engenoil.com</a>
<b>Department of Agriculture Forestry &amp; Fisheries (DAFF)</b>	Mr. Andile Moshani Acting Director: Fisheries Protection Vessel	<a href="mailto:andileMO@daff.gov.za">andileMO@daff.gov.za</a>
	Mr. Ntokozo Hlatshwayo	<a href="mailto:Ntokozo.hlatshwayo@transnet.net">Ntokozo.hlatshwayo@transnet.net</a>
<b>NAT JOC (visible policing)</b>	Mr. EH Mahlabane Brigadier	<a href="mailto:mahlabaneEH@saps.gov.za">mahlabaneEH@saps.gov.za</a>
	T Govender Colonel	<a href="mailto:GovenderT@saps.gov.za">GovenderT@saps.gov.za</a>
<b>South African Petroleum Industry Association (SAPIA)</b>	Mr. Anton Moldan Environmental Adviser	<a href="mailto:anton@sapia.co.za">anton@sapia.co.za</a>
<b>National Disaster Management Centre (NDMC)</b>	Ms. Moddy Sethusha Chief Director (executive manager) : Planning, Coordination, Intervention and Support	<a href="mailto:ModdyS@ndmc.gov.za">ModdyS@ndmc.gov.za</a>
	Ms. Bongeka Mpinke	<a href="mailto:Bongekam@ndmc.gov.za">Bongekam@ndmc.gov.za</a>
<b>Northern Cape Provincial Disaster Management centers</b>	Mr H de Wee Head of Disaster Management Centre	<a href="mailto:hdewee@ncpg.gov.za">hdewee@ncpg.gov.za</a>
<b>Western Cape Northern Cape Provincial Disaster Management centers</b>	Mr. Richard Haridien Deputy Director: Recovery	<a href="mailto:Richard.haridien@westerncape.gov.za">Richard.haridien@westerncape.gov.za</a>
	Ms.Lavenia Nicholson Deputy Director: Disaster Response	<a href="mailto:Lavenia.nicholson@westerncape.gov.za">Lavenia.nicholson@westerncape.gov.za</a>
<b>SANCCOB</b>	Ms. Marietta Hopeley Board member	<a href="mailto:MARIETTEHOPLEY@aol.com">MARIETTEHOPLEY@aol.com</a>
	Mr. Stephen Van Der Spuy	<a href="mailto:stephen@sancocob.co.za">stephen@sancocob.co.za</a>

	Executive Chairman	
SAOGA	Mr. Mthozami Xiphu Executive Chairman	<a href="mailto:mxiphu@saoga.org.za">mxiphu@saoga.org.za</a>
	Mr. Simo Hopa Disaster Manager Professional	<a href="mailto:simohopa@mweb.co.za">simohopa@mweb.co.za</a>
P & I Club	Mr. Michael Heads Managing Director	<a href="mailto:headsm@pandi.co.za">headsm@pandi.co.za</a>
CEF Group	Mr. Mfano Nkutha COO	<a href="mailto:mfanon@cefgroup.co.za">mfanon@cefgroup.co.za</a>
Department of Mineral Resources	Mr. Mpumzi Bonga Director	<a href="mailto:Mpumzi.bonga@dmr.gov.za">Mpumzi.bonga@dmr.gov.za</a>
	Ms. Busi Mlawuli Deputy Director	<a href="mailto:Busi.mlawuli@dmr.gov.za">Busi.mlawuli@dmr.gov.za</a>
	Mr. Louis Bezuidenhout Principal Inspector: Offshore	<a href="mailto:Louis.Bezuidenhout@dmr.gov.za">Louis.Bezuidenhout@dmr.gov.za</a>
Department of Energy	Mr. Teboho Zide Deputy Director	<a href="mailto:Teboho.zide@energy.gov.za">Teboho.zide@energy.gov.za</a>
PASA	Ms. Phumla Ngesi Environmental Manager	<a href="mailto:Ngesip@petroleumagencysa.com">Ngesip@petroleumagencysa.com</a>
	Mr. Stet Mushwana Environmental Manager	<a href="mailto:Mushwanasa@petroleumagencysa.com">Mushwanasa@petroleumagencysa.com</a>
OPASA	Mr. Eduard Groenewald	<a href="mailto:Eduard.Groenewald@total.com">Eduard.Groenewald@total.com</a>
	Ms. Jessica Courtoreille	<a href="mailto:Jessica.Courtoreille@petrosa.co.za">Jessica.Courtoreille@petrosa.co.za</a>
OSRL	Mr. Deene Collopy Base Manager South Africa	<a href="mailto:deenecollopy@oilspillresponse.com">deenecollopy@oilspillresponse.com</a>
	Mr. Leroy Walenhaven Equipment Manager	<a href="mailto:leroywalenhaven@oilresponse.com">leroywalenhaven@oilresponse.com</a>
	Mr. Ken Church	<a href="mailto:kenchurch@oilspillresponse.com">kenchurch@oilspillresponse.com</a>
	Mr. Graham Tew	<a href="mailto:grahamtew@gmail.com">grahamtew@gmail.com</a>
IMO/IPIECA	Mr. Anton Rhodes	<a href="mailto:Anton.rhodes@ipieca.org">Anton.rhodes@ipieca.org</a>

## Annex 3 – Speech from the Representative of the host country

### Mr Mpumzi Bonga (Director, Department of Mineral Resources)

We need to sharpen our focus on the triple developmental challenges facing the country. We need to direct all our attention to the resolution of the national question of the 21<sup>st</sup> century, which talks to ***what can we do to eliminate poverty and reduce the gap between wealth and the growing levels of destitution***. The lab deliberated on issues for six weeks attempting to resolve issues relating to the question of how best to position the country in terms of the exploitation of the ocean economy to grow its contribution to the overall economy. An attempt was made at addressing the six challenges that were identified including infrastructure, capacity and capability, environment, institutional arrangements and regulatory certainty whose further analysis led to the 11 Oil and Gas Initiatives.

Localisation of supply chains seeks to ensure that the country extracts maximum benefit from the development of the sector and also ensure that the wealth so created is shared in a way that is distributionally fair. The foregoing, however, raises several questions including whether there is a place in the world where the right balance has been found between the need to create wealth and the need to redistribute it. To that I would retort: *why can't we be the first country to find this balance*. We need to have a ***South African dream to get this right for a long time***. B1 is meant to ensure that we not only mitigate, but also prevent any possible environmental damage and degradation that could result from our exploitation of the ocean economy.

In pursuit of the afore-stated, we have learnt over the past three days, how best the country can establish an IMS. The very strong consensus seems to be unified command with various organisations allocated various roles. As stated before, the outcome of this workshop will be presented to the WG for further deliberation and approval.

At this point I find it apt to thank the following organisations for the various roles during the workshop:

- Global Initiative for West and Central Africa (GIWACAF)
- Global Oil and Gas Industry Associations for Environmental and Social Issues (IPIECA): for facilitating the workshop and sharing their expertise on Incident Management Systems
- Department of Environmental Affairs and Oil Spill Response Limited for facilitating the preparations for the workshop
- Provincial Disaster Management Centre for providing us with the venue and facilities for the workshop
- The Strategic Fuel Fund falling under the CEF Group,(DOE entity) for their sponsorship of the catering
- To all organisations that have participated in the workshop

There is an urgent need to grow the economy by growing new sectors through further industrialisation of the local economy. When this begins to take off, rest assured that we will not forget you for helping us during these infant stages. We need to keep in mind the infinite question in a finite world that I raised earlier: What do we want to do, with what we want to do it, what are the long term costs and who must pay. We need to ensure that is question always exercises our collective mind so that when future generations look back to see where we are in relation to where we come from, they realise that we could not have come this far, had it not been for the way we came.

## **Annex 4 – Opening remarks from the IMO/IPIECA representative**

**Anton Rhodes – GI WACAF Project Manager**

Distinguished delegates,

Ladies and Gentlemen,

It is an honour for me to deliver this opening speech as representative of the International Maritime Organization (IMO) and IPIECA, the global oil and gas association for environmental and social issues.

I would like to welcome all of you to this national workshop focusing upon Incident Managements Systems (IMS).

I would also like to thank the Government of The Republic of South Africa and in particular The Department for Environmental Affairs, for organising this workshop and for inviting IPIECA and IMO to participate.

When considering the response to large oil spills, especially from a maritime shipping accident or a loss of well control such as we witnessed in the Gulf of Mexico in 2010, it is essential that an effective and efficient incident management system be developed so that an entity can rapidly organize a focused response.

The need for a predictable, consistent management structure is critical, with an initial requirement to transform the confusion that may accompany the early periods of an emergency event into a manageable state of order.

In order to satisfy this requirement, the organisation necessitates that stakeholders utilize an agreed framework, with a common set of tools; including terminology, roles and responsibilities, procedures, communications, and resources within the framework of national and regional contingency plans and policies. This week we have an opportunity to consider the implementation of an effective Incident Management System within South Africa.

To aid us we are fortunate to have respected experts in our midst, with considerable individual, and an enormous collective wealth of experience in all aspects of pollution response, practice and policy.

They will provide their objective views, advice and support to this process and I encourage you to make good use of them during our time together.

I have no doubt that the following days will prove successful in providing each of you with the opportunity to gain an increased understanding of IMS.

In concluding, I have the pleasure in conveying to all of you the very best wishes of the IMO Secretary-General, Mr. Koji Sekimizu, and again I would like to express sincerest thanks to The Government of The Republic of South Africa, for hosting this special event.

Distinguished delegates,

Ladies and Gentlemen,

Thank you for your attention I look forward to the forthcoming discussions over the coming three days.

## Annex 5 – Evaluation questionnaire

### EVALUATION QUESTIONNAIRE

National workshop on Incident Management System

Cape Town, South Africa, 9-11 June 2015

#### Arrangements prior to the activity

- |   |                                                                                        |                              |                             |     |
|---|----------------------------------------------------------------------------------------|------------------------------|-----------------------------|-----|
| 1 | Was the invitation received in good time?                                              | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
| 2 | Did you receive the information listed below about the event before your participation |                              |                             |     |
|   | • on its objective and scope                                                           | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
|   | • subject areas and programme                                                          | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
| 3 | Were the instructions on the following clear and easy to understand?                   |                              |                             |     |
|   | • profile required of participant                                                      | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
|   | • completion and submission of the nomination form                                     | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
| 4 | Did you receive logistical information on                                              |                              |                             |     |
|   | • venue                                                                                | Yes <input type="checkbox"/> | No <input type="checkbox"/> |     |
|   | • travel arrangements                                                                  | Yes <input type="checkbox"/> | No <input type="checkbox"/> | N/A |
|   | • DSA payments                                                                         | Yes <input type="checkbox"/> | No <input type="checkbox"/> | N/A |
|   | • accommodation                                                                        | Yes <input type="checkbox"/> | No <input type="checkbox"/> | N/A |
| 5 | If you were given any pre-event assignment, was it useful?                             | Yes <input type="checkbox"/> | No <input type="checkbox"/> | N/A |

#### During the activity

- |   |                                                                                              |                                         |                                        |                          |                          |
|---|----------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------|--------------------------|--------------------------|
| 6 | To cover the topics fully, was the event ( <i>please check the appropriate box</i> )         |                                         |                                        |                          |                          |
|   | (1) too long <input type="checkbox"/>                                                        | (2) just right <input type="checkbox"/> | (3) too short <input type="checkbox"/> |                          |                          |
| 7 | How do you rate the event with regard to the following? ( <i>tick one box in each case</i> ) |                                         |                                        |                          |                          |
|   |                                                                                              | excellent                               | good                                   | satisfactory             | poor                     |
|   | Venue                                                                                        | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Facilities                                                                                   | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Equipment                                                                                    | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | How do you rate the following aspects of the materials? ( <i>tick one box in each case</i> ) |                                         |                                        |                          |                          |
|   |                                                                                              | excellent                               | good                                   | satisfactory             | poor                     |
|   | Presentation                                                                                 | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Clarity                                                                                      | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Technical content                                                                            | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Comprehensiveness                                                                            | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |
|   | Quantity                                                                                     | <input type="checkbox"/>                | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> |

9 How would you rate the following aspects of the presentations? (*tick one box in each case*)

	excellent	good	satisfactory	poor
Design and structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical contents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comprehensiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10 How would you rate the use of the following? (*tick one box in each case*)

	excellent	good	satisfactory	poor
Course materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IMO reference materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other resource materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group and practical activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> N/A
Field trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> N/A

**At the end of the activity**

11 Please rate each lecturer with regard to the following (*check one box in each case*)

Name of lecturer (to be inserted)	excellent	good	satisfactory	poor
.1 _____				
content of lecture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
delivery of presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ability to transfer knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
effectiveness in:				
• answering questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• suggesting solutions to issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name of lecturer (to be inserted)	excellent	good	satisfactory	poor
.2 _____				
content of lecture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
delivery of presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ability to transfer knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
effectiveness in:				
• answering questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• suggesting solutions to issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Name of lecturer (to be inserted)	excellent	good	satisfactory	poor
.3 _____				
content of lecture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
delivery of presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ability to transfer knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
effectiveness in:				
• answering questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• suggesting solutions to issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**(Please use additional sheets if the number of lecturers exceeds 3).**

12 What topics were of most interest and relevance to you?  
 \_\_\_\_\_  
 \_\_\_\_\_

13 Are there any topics which should be added? Yes  No   
 If yes, please list them:  
 \_\_\_\_\_  
 \_\_\_\_\_

14 Do you consider that the objective of the event was met? Yes  No

15 Are you likely to use the information you gained on the course when you return to work? Yes  No

16 Will you have the opportunity to transfer the knowledge gained to your colleagues at work? Yes  No

Comments:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

We greatly appreciate your time in completing this evaluation questionnaire. It contains important information that will assist IMO in determining the success and impact of the activity. Thank you.

## Annex 6 – Pictures





## Annex 7 – Incident Management System Implementation Checklist

COMPONENT	IMPLEMENTATION ACTIVITY	Status
ADOPTION	1. Adopt the Incident Management System for the Oil and Gas industry at a National level.	Complete    ↓
		Not Complete    ↓
		In Progress    ↓
COMMAND AND MANAGEMENT	2. Institutionalize the Incident Management System for managing all oil and gas emergency incidents and oil spill events.	Complete    ↓
		Not Complete    ↓
	3. Coordinate and support the development and use of Unified Command identifying South Africa government agencies that be members of the Unified Command	In Progress    ↓
		Complete    ↓
4. Establish the Public Information System within the Incident Management System Framework. Identify possible implementation of a Join Information Center.	Not Complete    ↓	
	In Progress    ↓	
	Complete    ↓	
PREPAREDNESS: PLANNING	5. Establish the Incident Management System strategy and timeline for full implementation.	Complete    ↓
		Not Complete    ↓
		In Progress    ↓
	6. Develop and implement memorandum of agreements between the agencies in order to funding and implement the Incident Management System.	Complete    ↓
		Not Complete    ↓
		In Progress    ↓
	7. Update Oil and Gas emergency management plans to incorporate the Incident Management System and reflect in the IMS Framework.	Complete    ↓
		Not Complete    ↓
In Progress    ↓		
8. Participate in and promote mutual aid agreements, between South Africa agencies, Nonprofit organizations and Private Sector.	Complete    ↓	
	Not Complete    ↓	
	In Progress    ↓	
PREPAREDNESS: TRAINING	9. Key government personnel complete Incident Management System training. Establish a IMS Training program according to the levels of decision making process	Complete    ↓
		Not Complete    ↓
		In Progress    ↓

	10. Incorporate the Incident Management System into the oil and gas with emergency management training and exercises that need to be implemented for the operators	Complete Not Complete In Progress	↑ ↑ ↑
	11. Participate in exercise programs based on the Incident Management System that involves emergency response management and first responders from the operators and government jurisdictions.	Complete Not Complete In Progress	↑ ↑ ↑
	12. Incorporate corrective actions into preparedness and response plans and procedures.	Complete Not Complete	↑ ↑
<b>RESOURCE MANAGEMENT</b>	13. Maintain an inventory of organizational response assets – equipment, resources, and supplies that all the agencies have available in case an incident in the oil and gas industry.	Complete Not Complete In Progress	↑ ↑ ↑
	14. To the extent permissible by law, ensure that relevant South Africa agencies received delegation of authority and guidance to achieve equipment, communication, and data interoperability are incorporated into acquisition programs.	Complete Not Complete In Progress	↑ ↑ ↑
<b>COMMUNICATION &amp; INFORMATION MANAGEMENT</b>	15. Apply standardized and consistent terminology for the oil and gas incidents, including the establishment of plain English communication standards across the public and private sector.	Complete Not Complete In Progress	↑ ↑ ↑