

# Incident Management System IMS 300 Training and 1<sup>st</sup> Joint Government / Industry Exercise

Cape Town, South Africa  
26<sup>th</sup> – 29<sup>th</sup> March 2018

Global Initiative for Western, Central and Southern Africa

Organised by:

The South African  
Department of  
Transport



**NOTE**

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**IMO/IPIECA. 2018. Report of the National workshop and training on Incident Management System 300. 40 Pages.**

## **Executive summary**

A national workshop and training on Incident Management Systems 300 (IMS 300) was organized at the University of Western Cape in Cape Town, South Africa from Monday 26<sup>th</sup> to Thursday 29<sup>th</sup> March 2018. It gathered the key stakeholders in the National Oil Spill Contingency Plan from different government ministries, agencies and authorities, as well as non-government organizations and Industry.

IMS 300 is a standardized method to efficiently manage incidents or events that are ‘expanding’ beyond the capabilities of localized resources.

The event was hosted by the Department of Transport (DoT) 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 40 participants attended the workshop. A list of participants is attached in Annex 2 of this report.

The general objective of the workshop was to develop an Incident Action Plan for a major escalating oil spill incident.

The specific objectives of the workshop focused on:

1. how the Command and Management component supports the management of expanding incidents;
2. the incident management process for expanding incidents as prescribed by the Incident Management System (IMS); and
3. the implementation of the incident management process on a simulated incident.

In order to address the objectives of the workshop, participants were guided through three days of presentations, working group sessions, discussions, before undertaking a table top exercise. A debrief was organised following the table top exercise. It appeared clear that whilst more training and familiarisation with the IMS documentation is required, the outcome of the workshop is not to undermine and the completion of a whole Planning cycle was achieved. Another element which was stressed was the upkeep of the momentum at several levels, especially by observing meeting times and by handling breaks in a more coordinated way. The presence of a wide variety of stakeholders was seen as positive, and the importance of interacting with players like the industry was stressed as paramount for the success of the response.

Feedback and recommendations from the activity are available on page 14 of this report.

The active participation and the expertise of all delegates as well as the organisation of the workshop with the support of the Department of Transport and Department of Environmental Affairs (DEA) were greatly appreciated and were key to the success of this workshop.

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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 collaboration 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 partner countries to prepare for and respond to marine oil spills.

The mission is to strengthen the capability for preparedness and response to an oil spill in 22 West, Central and Southern African Countries in accordance with the provisions set out in the International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC 90).

To achieve its mission, the GI WACAF Project organizes and delivers workshops, seminars and exercises, that aim to communicate good practice in all aspects of spill preparedness and response, drawing on expertise and experience from within governments, industry and other organizations working in this specialized field. The Project's activities are supported and facilitated by its network of dedicated government and industry focal points. Promoting cooperation amongst all relevant government agencies, oil industry business units and stakeholders nationally, regionally and internationally is a major objective of the Project.

GI WACAF is supported and funded by IMO and seven oil company members of IPIECA, namely BP, Chevron, ExxonMobil, Eni, Shell, Total and Woodside.



More information is available [on the Project's website.](#)

## **2. Introduction**

South African and GI WACAF started working together back in 2015, and have since undertaken several joint activities:

- In June 2015, the B1 Working Group of Operation Phakisa and GI WACAF undertook a national workshop focusing upon establishing an IMS for South Africa;
- Following the success of this event, South Africa formally became a full participating member of the GI WACAF Project in February 2016;
- A second joint activity was then organized in 2016 which focussed on the revision of the National Oil Spill Contingency Plan and the development of national legislation related the effective implementation of OPRC 90.

The recent IMS 300 training continued the successful collaboration between South Africa and GI WACAF. The first three days focused on the planning aspects of the IMS. During the fourth day, a table top exercise was then organised jointly with the Incident Management Organisation (IMOrg) of South Africa. The aim of the exercise was to test the planning cycle implemented by the participants.

The participants, representing the key government ministries, agencies, authorities, non-government organizations and Industry, which would be involved in a response to a major maritime oil spill had the relevant background knowledge and experience to receive maximum benefit of this workshop.

## **3. Objectives**

The general objective of the workshop was to develop an Incident Action Plan (IAP) for a major escalating incident.

The specific objectives of the workshop focused on:

1. Understanding how the Command and Management component supports the management of expanding incidents;
2. Familiarization with the incident management process for expanding incidents as prescribed by the Incident Management System (IMS)
3. Implementation of the incident management process on a simulated incident

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

The workshop was organised during four days. The programme is available in Annex 1 and is summarised below:

- *Monday 26<sup>th</sup> March 2018*
  - Registration
  - Opening ceremony
  - Introduction of the Workshop Objectives
  - Introduction of the GI WACAF Project
  - IMS Fundamentals

- Introduction to the Planning Process
- Initial Response
- Incident Facilities & Displays
  
- *Tuesday 27<sup>th</sup> March 2018*
  - Transfer of Command
  - Initial Unified Command Meeting
  - Objectives Meeting
  - Command & General Staff Meeting
  - Strategies, Tactics Resources & Safety
  
- *Wednesday 28<sup>th</sup> March 2018*
  - Tactics Meeting
  - Planning Meeting
  - Incident Action Plan Preparation & Approval
  - Operations Briefing
  - Assessment of Ongoing Operations
  - Demobilisation
  - Exercise Briefing to Incident Commanders
  
- *Thursday 29<sup>th</sup> March 2018*
  - Incident Exercise
  - Delivery of an Incident Action Plan and Plan Assessment
  - Exercise Debriefing
  - Closing ceremony

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

The workshop was held at the new Life Sciences Building at the University of Western Cape (UWC), in Cape Town from 26 to 29 March 2018. In attendance, there were around 40 participants from various government departments. The list of participants is attached as Annex 2.

The experts invited to facilitate this workshop were:

- Dennis Peach, EMEA Principal Trainer and Lead facilitator
- Ken Church, Deputy Aberdeen Manager and Support Facilitator

The GI WACAF Secretariat was represented by:

- Rupert Bravery, GI WACAF Industry Chairman
- Clement Chazot, GI WACAF Project Manager

The list of experts and their biographies are available in Annex 1.

## 6. Activities and proceedings

### 6.1. Opening ceremony

The opening ceremony took place on Monday 26<sup>th</sup> March at 09:00. The programme of the opening ceremony is available in Annex 1

Dr Yazeed Petersen, Director of the Department of Environmental Affairs from the Directorate of Coastal Pollution gave an opening speech reproduced in Annex 3.

Clément Chazot, GI WACAF Project Manager, delivered the opening remarks. His speech is attached in Annex 4.

The group picture taken, as well as other photos of the event are available on the [following link](#).

### 6.2. Proceedings of the event

#### DAY 1 - 26<sup>th</sup> March

##### **Introduction of workshop objectives and presentation of the GI WACAF Project**

*Clément Chazot – GI WACAF Project Manager*

The presenter detailed the objectives and the programme of the workshop. A *tour de table* was carried out to introduce the participants and understand what institutions were represented in the audience. After that, Mr Chazot presented the scope and goals of the GI WACAF Project since its launch in 2006, highlighting the priority actions for the current biennium. He highlighted the activities implemented with the South African authorities since 2015.

##### **Overview of draft South African National Contingency Plan**

*Mr. Terrence Mabuela - Act. Director, Marine Safety, Security and Environment Protection*

Mr. Terrence Mabuela, introduced the current status of the NOSCP, the various activities undertaken to develop the said plan. He also explained a OPRC 90 Bill was currently being finalized, and so was the Multi-Party Agreement. He explained that the roadmap for the Phakisa Project included several future activities, including:

- A second joint national exercise in November 2018;
- A functional exercise in November 2019; and
- A full-scale exercise in March 2021.

He explained the oil spill preparedness and response issue was being overseen by a national Incident Management Organisation (IMOrg), which meets every month.

##### **Overview of industry activity and processes in South Africa**

*Ms. Phumla Ngesi - Environmental Manager*

Ms. Phumla Ngesi first presented the Petroleum Agency South Africa (PASA) and its mandate according to the law. She then presented the evolution of offshore activities, from past to current and future

activities. She presented the activities according to three geographical areas i.e. West, South and East Coast. Finally, she presented the collaboration with other State Departments.

## **Unit 1: IMS Fundamentals**

### **Session 1: Course & Facilitator Introduction**

*Dennis Peach – Principal Trainer*

Mr Peach introduced the course objectives to be reach by the end of the week. Both facilitators then introduced themselves and provided background on their experiences.

### **Session 2: IMS Fundamentals Review**

*Dennis Peach – Principal Trainer*

Mr Peach introduced the session on IMS Fundamentals. He explained that it was a review as all attendees had recently completed the IMS 100 & 200 Courses. In this regard, he reviewed briefly the fundamental topics adopted within of the Incident Management System (IMS) 100 & 200 courses to ensure everybody was up to speed.

### **Session 3: Introduction to the Planning Process**

*Ken Church – Support Facilitator*

Mr Church explained that the IMS 300 course focuses on the planning Process. As such, this session introduced the planning process, the 'Management by Objectives' process, the 'Incident Briefing Form' and various elements of an Incident Action Plan (IAP).

### **Session 4: Initial Response**

*Dennis Peach – Principal Trainer*

Mr Peach facilitated the session on the initial response. He ensured participants understood the difference between an Incident and an event, appreciate the initial responsibilities and critical management actions as well as realise the policies and guidelines that may influence management of an incident or event.

## **Unit 2: Incident Response**

### **Session 5: Incident Facilities & Displays**

*Dennis Peach – Principal Trainer*

Mr Peach presented the session on incident facilities and displays, this was to highlight the typical requirements that would be found within an Incident Command Post and the information that would need to be displayed to ensure that the Incident Management Team were aware of the the incident situation throughout the response. Mr Peach thus introduced the six basic IMS facilities, detailed the facilities which may be found within an Incident Command Post (ICP) as well as introduced the map symbols that are used to indicate the relevant facilities.

### **Conclusion of Day 1 and Introduction of Day 2**

*Clément Chazot – GI WACAF Project Manager*

Mr Chazot thanked the delegates for their participation and introduced the main elements of the second day.

## DAY 2 - 27<sup>th</sup> March

### Unit 3: Planning Process

#### **Session 6: Transfer of Command**

*Ken Church – Support Facilitator*

Mr Church presented the concept of transfer of Command. He further explained the importance in identifying the need for transfer of command, as well as how the transfer is conducted.

#### **Session 7: Initial Unified Command & Objectives Meeting**

*Dennis Peach – Principal Trainer*

Mr Peach introduced the Initial Unified Command & Objectives Meeting. The objectives of the said session was to appreciate the primary features of a Unified Command, how it functions for a multi-jurisdiction or multi-agency incident (considering the advantages of each) and using a simulated incident to conduct a meeting to understand the roles and responsibilities of each position.

#### **Session 8: Command & General Staff Meeting**

*Ken Church – Support Facilitator*

Following the presentation on the 'Initial Unified Command & Objectives Meeting', Mr Church introduced the 'Command & General Staff Meeting'. The main aim of the session was for participants to understand the reasoning and relevance behind the meeting. The delegates were then asked to participate in a meeting on a simulated incident to understand the roles and responsibilities of each position and specifically to allow the facilitator to become familiar with their role.

#### **Session 9: Preparations for the Tactics Meeting**

*Dennis Peach – Principal Trainer*

Mr Peach presented the necessary preparations ahead of the 'Tactics Meeting'. He introduced the response options and resource management to the delegates so that they would be able to develop suitable strategies and tactics to an oil spill incident. They were also introduced to the 'Operational Planning Worksheet' and the 'Safety Analysis Worksheet' that support the decision-making process.

Some questions were asked by participants, notably on the use of dispersants. The facilitators presented this response option briefly, whilst explaining that the exercise of this week would focus on the planning cycle rather than the accuracy of the response options chosen. The need for more training on Oil Spill Response techniques and strategy, was however acknowledged.

#### **Conclusion of Day 2 and Introduction of Day 3**

*Clément Chazot – GI WACAF Project Manager*

Mr Chazot thanked the delegates for their participation and introduced the main elements of the third day.

## **DAY 3 - 28<sup>th</sup> March**

### **Session 10: Tactics Meeting**

*Ken Church – Support Facilitator*

Mr Church introduced the 'Tactics Meeting', its aims and specifications. As a mock exercise, the participants were asked to conduct a meeting, following an established agenda. Delegates were thus able to appreciate their roles and responsibilities within the process. Objectives, strategies and tactics for the simulated incident were reviewed for relevance so delegates could further appreciate how these are developed.

### **Session 11: Preparations for the Planning Meeting & the Planning Meeting**

*Ken Church – Support Facilitator*

Mr Church introduced the 'Preparations for the Planning Meeting' and the 'Planning Meeting'. All the required preparations were considered and a mock meeting conducted to understand the relevance of these meetings as well as to allow delegates to appreciate their roles and responsibilities within the process.

### **Session 12: Incident Action Plan Preparation & Approval**

*Dennis Peach – Principal Trainer*

Mr Peach introduced the IAP preparation and approval. The purpose of a written IAP was discussed and all the components of an IAP were identified and any additional documents considered. The IAP for the simulated incident were reviewed and the strengths and weaknesses of each considered.

### **Session 13: Operations Briefing**

*Ken Church – Support Facilitator*

Mr Church introduced the 'Operations Briefing'. Participants were thus in a position to appreciate the purpose of holding a meeting to disseminate the IAP to everyone concerned. It was explained that due consideration should be given to the staff required to attend this meeting as well as to the agenda of the meeting, to ensure all relevant information is relayed. A mock meeting was held to help delegates better understand their roles and responsibilities within the process.

### **Session 14: Assessment of Ongoing Operations**

*Dennis Peach – Principal Trainer*

Mr Peach covered the assessment of ongoing operations. He presented the need to monitor operations in order to understand if the IAP is effective, as well as to appreciate the need to adjust the strategic or tactical plans as necessary. He further stressed that careful considerations should be given to the source of information and who is responsible for compiling such information.

**Session 15: Demobilisation & Termination of Command**

*Ken Church – Support Facilitator*

Mr Church presented the concept of demobilisation and termination of command. The aims of the session were to understand the challenges relating to the demobilisation of the response, specifically when and how this takes place, and also what is required in a post incident debriefing to fully capture and understand the lessons learnt, to improve response effectiveness in the event of future incidents.

**Conclusion of Day 3 and Introduction of Day 4**

*Clement Chazot* thanked the delegates for their participation and introduced the main elements of the final day.

*Ken Church* introduced the scenario for the final day exercise to the Exercise Incident Commanders. This briefing was to simulate the Transfer of Command from the On-scene Commander to the Incident Management Team (IMT). Transfer of Command takes place when a more experienced or suitable Incident Commander is available or required due to the size or nature of the incident. This allowed the Incident Commanders to digest the information and begin the exercise on the next day with the initial meeting that sets the exercise objectives thus not delaying the exercise and involvement of all participants.

**DAY 4 - 29<sup>th</sup> March**

The final day comprised a Table Top exercise simulating the response to a major oil spill involving all participants.

**Session 16: Exercise Briefing, Scenario Setting & Facility Organisation**

*Ken Church – Support Facilitator*

Mr Church introduce the exercise by delivering a briefing, the scenario setting and facility organisation. It was explained that the exercise scenario had been delivered to the Incident Commanders the previous day, this was to allow the team to begin the exercise swiftly. A briefing to explain the exercise 'rules' and the roles of the facilitators was given so that the team knew the confines of the exercise as well as making the team aware of the facilities that they have available to them to use during the exercise.

**Session 17: Incident Exercise**

*Dennis Peach – Principal Trainer, Ken Church – Support Facilitator, Clement Chazot*

The delegates were allocated roles and positions as necessary to fulfil the requirement of the exercise following a scenario developed by the IMOrg with support from the GI WACAF team.

**Session 18: Delivery of an IAP**

*Dennis Peach – Principal Trainer, Ken Church – Support Facilitator, Clement Chazot*

As the scenario evolved, delegates followed the various steps of the planning cycle down to the delivery of the IAP.

**Session 19: Incident Exercise Debriefing**

*Dennis Peach – Principal Trainer, Ken Church – Support Facilitator, Clement Chazot*

A 'Hot Wash' Debrief was held with all the delegates to capture their thoughts on the exercise for inclusion in the report. Facilitators also provided their feedback. A high-level summary of the feedback and recommendations is available page 14 of this report.

***6.3. Closing ceremony***

On behalf of IMO and IPIECA, Clément Chazot thanked the delegates for their active involvement and distributed to each participant a USB stick compiling all the presentations and supporting documents used during the event. Further reference materials can be found in Annex 7.

## 7. Feedback and recommendations

A Critique Form was handed out to all delegates so that they could feedback on specific questions, a synopsis of the feedback and recommendations are as follows:

*Was there confusion regarding roles and responsibilities and, if so, what was the cause?*

This question was answered differently depending on the roles undertaken during the exercise and varied from Yes, No to Not Really or Not Applicable. Some remarked that the use of coloured bibs helped identify roles and responsibilities but the coordination between the sections was confused. Some used the IMS Handbook and this helped with their roles and others felt the confusion was led from unfamiliarity.

It was highlighted that this was the first ever training and exercise that the delegates had done and that previously working as one group had not happened, this unfamiliarity was discussed and found to be the root cause, but with more exercises and people gaining a better understanding of their roles and responsibilities, interaction between the sections would improve and lead to more cooperative working.

*How did the interagency cooperation play out?*

Generally, the interagency interaction was felt to go well with it starting slowly but as the exercise went on the interaction became better.

This is typical of all exercises. People tend to work within their groups and get on with what they need to do without liaising with others, as the exercise moves forward the need to work with others increases and so naturally occurs. The interagency interaction was always going to start slowly but it was obvious that once everyone realised that they are working as one team, the interaction worked well. Again, as more exercises are conducted this interaction will begin earlier in the exercise as people become more familiar with each other.

*What would you have done differently if this had been an actual emergency?*

The majority of the comments highlighted the need for less, or shortened meetings, reduced level, or more efficient use of paperwork and the suggestion of combining some of the meetings. An additional suggestion is to make more Technical Specialists available and use them, and industry as representatives within the relevant sections.

Some key features of IMS are its adaptability and scalability. The delegates have recognised that there are efficiencies that can be gained by using the principals of IMS more effectively, from simplifying forms to merging meeting agendas, however, facilitators stressed that the processes need to be fully understood before making significant changes and once changed, the process would need to be fully tested to ensure everything has been captured that needs to be documented (some documents are required as they support other processes).

*What actions or revisions would you recommend on the IMS Manual?*

The answers to this question highlighted the need for simplification of the forms, it is also suggested that timing and allocation needs to be emphasized.

Forms have been covered in the previous question/answer. The point on the timing and allocation of the meetings tends not to be measured so that the IMT has the flexibility to manage the timings and personnel involvement dependent on the nature of the incident (its complexity and the resources required to manage the incident). On a simple incident moving through the 'Planning P' may be swift, however, as the incident complexity escalates it takes time to gather all the information. Considering

that compiling everything required may take substantially longer, it is easier to work back from when the IAP is needed and adjust the timings to suit accordingly.

*What actions or revisions would you recommend to the NOSCP?*

It was recognised that the NOSCP was still in 'draft' format and needs to be finalised as a matter of urgency. Some suggestions were:

- Wildlife Planning needs to be finalised;
- Ensure IMS is fully integrated into the plan; and
- Establish procedures that bypass political authorisation, as writing Ministerial letters is time-consuming.

On the last point, the facilitators highlighted the concept the UK use by having in place as an Incident Commander a person termed as SOSREP (Secretary of States Representative). This is a person who has the ability to make decisions on behalf of the Government which will alleviate the Ministerial Letters and delayed authorization.

*How could communications be improved?*

At the start of the exercise, the sections weren't able to progress much as there was little direction from the Section Chiefs who were constantly in meetings. The feedback provided reflected this and the communication didn't improve until the meetings completed. The sections themselves did start to communicate initially but were limited in their ability albeit everyone was keen to get going and started to become frustrated.

Prior to meetings between Section Chiefs, there is a need to allocate tasks to their deputies so that the team can continue to work towards the established goals. Also, the outputs from these meetings needs to be widely disseminated as soon as possible so that everyone knows what is required of them and how they fit into the process.

*From your view, what went well during the exercise?*

One of the highlights of the exercise is how well the different departments came together and worked together. The cooperation between the teams (sections) was mentioned often and considering the sections were generally made up from people within one department the interaction between sections could have been more insular, it was the whole group's 'can do' attitude that drove the exercise to its conclusion.

*From your view, what areas could be improved?*

Other than some of the points already mentioned the other points raised included:

- Initial meeting was too long;
- Processes were not followed – for instance, strategies and tactics were being considered before objectives had even been established; and
- There is a need for an overall view, this could comprise of a 'Common Operating Picture' (COP) so that all participants can view the progress of the incident. A COP can detail relevant information on boards that gives details about the incident that can be viewed by everyone – typical information displayed can compose of: Incident Objectives, Oil Spill Modelling, Maps/Charts, surveillance information etc.

These points were valid as the initial meeting did seem to drag on (as did some of the other meetings) and this was maybe due to the high level of detail requested by participants. It is worth focussing on the principle objective of the initial meeting to avoid getting side-tracked, this is the responsibility of the Planning Section Chief, and with more experience, would improve.

People who want to get on and do the job will take their own initiatives without guidance unless you give them direction: sharing information at all levels will help keep people focussed. This leads into the next comment, information can be shared readily by using a Common Operating Picture which is produced by the Planning Team. Having response information updated and available for all to see will keep people informed and make sure that their work is not hindered by the need to continually ask for this information.

*Are there any other issues that you feel should be addressed?*

Many participants expressed their wish for the exercise to continue to run and allow them more time to complete the full planning cycle. It was felt that there was a genuine desire to understand the concepts and implement them as a management tool for responding to incidents.

*Specific comments from respective exercise participants and the facilitators are below:*

	<b>Positive aspects</b>	<b>Room for improvement</b>
Incident Commander	<ul style="list-style-type: none"> <li>• Great input from industry representative.</li> <li>• 2<sup>nd</sup> meeting help clarify way forward.</li> <li>• Good participation overall.</li> </ul>	<ul style="list-style-type: none"> <li>• Scenario conflicted with SAMSA's procedure, as an authorisation would not be granted to a vessel spilling oil to return to port.</li> <li>• Various forms are confusing, so more training should be provided to delve upon each of them.</li> <li>• Recognised that it would be good to bring more external people as it helps see things in perspective and understand how each other operate. Future drills will look at including private/public.</li> </ul>
Planning Section Chief	<ul style="list-style-type: none"> <li>• Exercise went well with a good spirit of cooperation amongst responders and strong commitment demonstrated throughout.</li> <li>• Responders made good use of the IMS Handbook in an effort to use and familiarise with IMS material.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for greater familiarisation with forms</li> <li>• Purpose of each meeting needs to be clarified to optimise time</li> <li>• Full day would be required to address the scope of the exercise fully.</li> </ul>
Operations Section Chief	<ul style="list-style-type: none"> <li>• Good intergroup communication</li> <li>• Within operations, most people were from same background making communication easy</li> </ul>	<ul style="list-style-type: none"> <li>• First meeting was too long leading to frustration amongst general staff</li> <li>• Finalisation of NOSCP required</li> <li>• Amount of paperwork was confusing. Participants filled forms within their respective groups without any consultation.</li> </ul>
Logistics Section Chief	<ul style="list-style-type: none"> <li>• Good group integration and good team spirit</li> <li>• Input from consultants was appreciated and IMS Handbook very useful to keep on track</li> </ul>	<ul style="list-style-type: none"> <li>• First meeting was too long leading to frustration amongst general staff</li> <li>• Amount of paperwork was confusing</li> </ul>
Finance Section Chief	<ul style="list-style-type: none"> <li>• Scenario triggered lots of questions which will be looked into;</li> <li>• This exercise helped get more experience and identifying lack</li> </ul>	<ul style="list-style-type: none"> <li>• Forms to be used were not clear enough</li> <li>• Line between logistics and finance not clearly defined: procurement seemed to be relevant to both.</li> </ul>

	<b>Positive aspects</b>	<b>Room for improvement</b>
	<p>of information (for instance on resources)</p> <ul style="list-style-type: none"> <li>• Good communication within group and with other sections too.</li> </ul>	
Consultants	<ul style="list-style-type: none"> <li>• Whilst the initial meeting was in progress the rest of the teams were very proactive with setting the room to form the Incident Command Post</li> <li>• Good cooperation and integration of the various sections was evident by the 'rainbow effect' seen, (due to colours of the section bibs), especially during the ad-hoc meeting called by Planning Section Deputy Chief.</li> <li>• The achievement of completing an IAP should not be underestimated. The correct planning processes were followed to produce the IAP. It was also acknowledged that the IMS 100 training was conducted in January this year; as this IMS process is relatively new, the successes of this recent training should be further lauded.</li> <li>• The 'Planning P' was followed.</li> <li>• Despite the scenario being ambitious, understanding of the IMS process improved as the day went on. Significant effort was made by the participants to seek clarification on aspects that were found to be confusing.</li> </ul>	<ul style="list-style-type: none"> <li>• Room layout could be improved, as in this exercise the Finance Section felt isolated</li> <li>• Importance to follow agenda items was stressed, and that if not on agenda, no need to be discussed.</li> <li>• The display of information was not optimal. For instance, the oil spill modelling data was unnoticed by most participants.</li> <li>• NOSCP did not seem to be used much.</li> <li>• As the next training is several months away (November 2018), the consultants stressed the importance in reviewing the procedure and forms before the said activity in order to further progress the effectiveness of the IMS</li> <li>• Lunch did stop the momentum and should be better managed by Sections.</li> <li>• The start of the exercise appeared to begin slowly but as people become more familiar and comfortable with their roles the pace then picked up nicely.</li> <li>• Paperwork and numbers need more familiarity; however, this will come with time. Additional training would be beneficial, going through the various forms, in short sessions for each unit, would support their understanding and use.</li> <li>• Frustration was tangible from several participants throughout the day: in this instance it is importance to remember that everyone is striving towards the same goal.</li> </ul>

In general, the consensus was that participation was good and participants tried to be proactive with communication within their own sections as well as with others. However, there is a need for more training to become better accustomed to the various forms and documentation, this would result in faster initiation of the response. This notwithstanding, the planning process was followed resulting in the production of an IAP, hence meeting the primary objective of this activity.

## **8. Conclusion**

It was felt by all that the objectives for the training and the exercise were completed and it was beneficial for all participants.

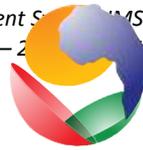
The success of the event was confirmed by the unanimous positive feedback received from the participants who considered the objective of the workshop was met.

## **Annex 1 Programme**

*(see next page)*



Incident Management System (IMS 300)  
Cape Town, South Africa – 26<sup>th</sup> – 29<sup>th</sup> March 2018



GIWACAF

IPIECA

THE GLOBAL OIL AND GAS  
INDUSTRY ASSOCIATION  
FOR ENVIRONMENTAL  
AND SOCIAL ISSUES

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# Incident Management System

## IMS 300

Cape Town, South Africa  
26<sup>th</sup> – 29<sup>th</sup> March 2018

Global Initiative for Western, Central and Southern Africa

Organised by:

The South African  
Department of  
Transport



## **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 collaboration 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 partner countries to prepare for and respond to marine oil spills.

The mission is to strengthen the national system for preparedness and response in case of an oil spill in 22 West, Central and Southern African Countries in accordance with the provisions set out in the International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC 90).

To achieve its mission, the GI WACAF Project organizes and delivers workshops, seminars and exercises, that aim to communicate good practice in all aspect of spill preparedness and response, drawing on expertise and experience from within governments, industry and other organizations working in this specialized field. To prepare and implement these activities, the Project relies on the Project's network of dedicated government and industry focal points. Promoting cooperation amongst all relevant government agencies, oil industry business units and stakeholders both nationally, regionally and internationally is a major objective of the Project during these activities.

GI WACAF operates and delivers activities with contributions from both the IMO and seven oil company members of IPIECA, namely BP, Chevron, ExxonMobil, Eni, Shell, Total and Woodside.



More information is available [on the Project's website.](#)

### **Dates and location**

This event will take place at:  
5<sup>th</sup> Floor, Core 2  
New Life Sciences Building  
University of Western Cape (UWC)  
between 26<sup>th</sup> and 29<sup>th</sup> March 2018.

### **Workshop Objectives**

The general objective of the workshop is to develop an Incident Action Plan for a major escalating oil spill incident.

The workshop will focus on:

1. how the Command and Management component supports the management of expanding incidents;
2. the incident management process for expanding incidents as prescribed by the Incident Management System (IMS); and
3. implementing the incident management process on a simulated incident.

### **Contact**

**Clément Chazot, IMO / IPIECA – GI WACAF Project Manager**

Tel: +44 (0) 2380 331551 / Cell: +44 (0) 7920 234639

Email: [clement.chazot@ipieca.org](mailto:clement.chazot@ipieca.org)

**Julien FAVIER, IMO / IPIECA – Coordonnateur pour le Projet GI WACAF**

Tel: +44 (0)20 7463 4110 / Cell: +44 (0)7768 966 947 / Fax: +44 (0)20 7587 3210

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

<b>Day 1. Monday 26<sup>th</sup> March 2018</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: Department of Transport</li> <li>- Statement by IMO/IPIECA Representative</li> </ul>
	<b>Introduction</b>
<b>09h40</b>	<b>Introduction of workshop objectives</b> <i>Mr Clément Chazot, GI WACAF Project Manager, IMO/IPIECA</i> <ul style="list-style-type: none"> <li>- Introduction of the facilitators</li> <li>- Introduction of the participants</li> <li>- Objective of workshop and programme</li> </ul>
<b>09h50</b>	<b>Presentation of the GI WACAF Project</b> <i>Mr Clément Chazot, GI WACAF Project Manager, IMO/IPIECA</i>
<b>10h10</b>	<b>Coffee break</b>
	<b>National framework</b>
<b>10h30</b>	<b>Overview of draft South African National Contingency Plan</b> <i>Captain Ravi Naicker, South African Maritime Safety Authority (SAMSA)</i>
	<b>Overview of industry activity and processes in South Africa</b> <i>PASA (TBC)</i>
<b>12h00</b>	<b>Lunch Break</b>
	<b>Unit 1: IMS Fundamentals</b>
<b>13h00</b>	<b>Course Introduction and IMS Fundamental Review</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Introduction to the Planning Process</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
<b>15h00</b>	<b>Coffee break</b>
<b>15h30</b>	<b>Initial Response</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Unit 2: Incident Response</b>
	<b>Incident Facilities &amp; Displays</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
<b>17h00</b>	<b>Summary of Day 1 and Planning for Day 2</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>End of Day 1</b>

Day 2. Tuesday 27 <sup>th</sup> March 2018	
Welcome	
09h00	<p><b>Welcome</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p> <ul style="list-style-type: none"> <li>- Recap of Day 1</li> <li>- Review of Day 2 timetable</li> </ul>
Unit 3: Planning Process	
09h10	<p><b>Transfer of Command</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>
<p><b>Initial Unified Command Meeting</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>	
10h30	Coffee Break
<p><b>Objectives Meeting</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>	
12h00	Lunch Break
13h00	<p><b>Command &amp; General Staff Meeting</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>
15h00	Coffee Break
<p><b>Preparations for the Tactics Meeting</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>	
<p><b>Strategies, Tactics, Resources &amp; Safety</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>	
17h00	<p><b>Summary of Day 2 and Planning for Day 3</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i></p>
End of Day 2	

Day 3. Wednesday 28 <sup>th</sup> March 2018	
	<b>Welcome</b>
09h00	<b>Welcome</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i> <ul style="list-style-type: none"> <li>- Recap of Days 1 and 2</li> <li>- Review of Day 3 timetable</li> </ul>
	<b>Planning Process</b>
09h10	<b>Tactics Meeting – Agenda &amp; Outputs</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Preparations for the Planning Meeting</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Planning Meeting – Agenda &amp; Outputs</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
10h30	Coffee break
11h00	<b>Incident Action Plan Preparation &amp; Approval</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Operations Briefing</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
12h00	Lunch Break
13h00	<b>Assessment of Ongoing Operations</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Demobilisation</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
17h00	<b>Summary of Day 3 and Planning for Day 4</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>End of Day 3</b>

Day 4. Thursday 29 <sup>th</sup> March 2018	
	Welcome
09h00	<b>Welcome</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i> <ul style="list-style-type: none"> <li>- Recap of Days 1, 2 and 3</li> <li>- Review of Day 4 timetable</li> </ul>
	Exercise
09h10	<b>Exercise Briefing, Scenario Setting &amp; Facility Organisation</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	<b>Incident Exercise</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
12h00	Catered lunch (no actual break)
	IAP
14h30	<b>Delivery of Incident Action Plan</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
15h00	Coffee break
15h30	<b>Exercise Debriefing</b> <i>Mr Dennis Peach/Mr Ken Church, IMO/IPIECA Consultant</i>
	Closing ceremony
16h00	<b>Closing Ceremony</b> <ul style="list-style-type: none"> <li>- Host</li> <li>- IMO</li> </ul>
	End of Day 4 and Workshop

## **Facilitators**

### **Clément Chazot**



Clément Chazot is the GI WACAF Project Manager. He holds a Master's degree from ISARA-Lyon, an engineering school in agricultural, food and environmental science. After graduating in 2013, Clément worked as Junior Programme Officer with the Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea (REMPEC) for the implementation of various activities in preparedness and response to marine pollution.

In September 2016, Clément took on a new position as GI WACAF Project Manager, and he is responsible for developing the strategy and implementing the activities of the GI WACAF Action Plan, whilst reporting to the GI WACAF Steering Committee. Clément is supported by Mr. Julien Favier, GI WACAF Project Coordinator.

### **Dennis Peach**



Dennis joined OSRL in 2003 after 23 years in the Royal Navy as a Marine Engineer. He has attended incidents worldwide as a Spill Response Specialist, Technical Advisor and as the In-Country Manager on standby operations in Libya. During his career at OSRL, he was seconded to the Southampton Training Department for 30 months as well as spending 13 months as Supervisor for the operational readiness of the Bahrain Response Base.

In 2010, he completed three operation tours to the Deepwater Horizon incident as SCAT Liaison in Louisiana and Florida and as an Infield Technical Specialist in Louisiana. In 2011, he was activated as Technical Advisor to an incident in a platform leg in the North Sea.

During a period of rehabilitation, he assisted the training department by using his experience developing and updating training courses and then went on to take the permanent role of Principal Trainer within the department delivering training courses and mentoring seconded staff'.

### **Ken Church**



Since becoming a member of the oil spill response industry Ken has acquired valuable operational experience responding to a diverse range of oil spills on a global basis. This included the Deepwater Horizon incident where Ken acted as a Technical Advisor ensuring the management processes were being followed. This experience was then utilised in the training department at Oil Spill Response delivering training at a variety of international locations at both operational and management level. During his time in the training department Ken delivered Oil Spill Response and ICS training at a variety of locations around the world. After spending a year as a Technical Advisor within the Consultancy Department, Ken has been promoted and taken up a role as a Team Supervisor & Duty Manager. Ken holds a degree in Mechanical Engineering. Prior to joining the oil spill response industry Ken completed a full career in the British military leaving with the rank of Warrant Officer. At the pinnacle of his military career Ken was responsible for the training of all current and future Marine Engineers within the British army.

## Annex 2 List of participants

### List of Attendees and Apologies received: IMS 300 Training and 1<sup>st</sup> Joint Government / Industry Exercise - 26-29 March 2018

Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
<b>Attendees of IMS 300 Training only - 26-28 March 2018</b>							
1. DEA: Department of Environmental Affairs	Mr	Liwalam	Madikiza	Scientist Manager	+2721 819 5010	+2779 516 1577	Lmadikiza@environment.gov.za
2. DEA: Department of Environmental Affairs	Ms.	Nokuzola	Sukwana	Offshore Sources of Pollution, Coastal Pollution Management (Dumping)	+2721 8192446	+2772 921 2478	nsukwana@environment.gov.za
3. OSRL: Oil Spill Response Limited	Mr	Ian	High	Oil Spill Specialist		+2776 151 0820	ianhigh@oilspillresponse.com
4. SAMSA: South African Maritime Safety Authority	Capt.	Saroor	Ali	Regional Manager: Eastern Region	+2731 307 3006	+2771 686 9593	sali@samsa.org.za
<b>Attendees of IMS 300 Training &amp; Exercise - 26-29 March 2018</b>							
1. AMSOL: African Marine Solutions	Mr.	Terence	Padayachee	Fleet Operations Manager	+2721 507 5777	+2782 909 3161	t.padayachee@amsol.co.za
2. DEA: Department of Environmental Affairs	Ms.	Feroza	Albertus	Offshore Sources of Marine Pollution CEO	+2721 819 2457	+2772 173 6234	falbertus@environment.gov.za
3. DEA: Department of Environmental Affairs	Dr.	Yazeed	Peterson	Director: (CPM):Coastal	+2721 819 2450	+2783 530 3127	ypeterson@environment.gov.za
4. DoT: Department of Transport	Mr.	Terrence	Mabuela	Act. Director, Marine Safety, Security and Environment Protection	+2712 309 3070	+2782 490 9749	Mabuelat@dot.gov.za
5. ECPDM: ECape Provincial Disaster Management	Mr.	Dodo	Shuping			+2773 393 1104	shupingdodo@gmail.com
6. PASA: Petroleum Agency South Africa	Ms.	Phumla	Ngesi	Environmental Manager	+2721 938 3570	+2782 850 0274	Ngesip@petroleumagencysa.com

*Incident Management System IMS 300  
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Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
7. PetroSA	Ms.	Natasha	Thomas	Principal Scientist	+2744 601 3073	+2783 306 5424	natasha.thomas@petrosa.co.za
8. SAMSA: South African Maritime Safety Authority	Capt.	Saroor	Ali	Regional Manager: Eastern Region	+2731 307 3006	+2771 686 9593	sali@samsa.org.za
9. SAMSA: South African Maritime Safety Authority	Capt.	Antoinette	Keller	Principal Officer: Cape Town Office	+2721 421 6170	+2783 790 6198	akeller@samsa.org.za
10. SAMSA: South African Maritime Safety Authority	Capt.	Winston	Lobo	Principal Officer, Richards Bay	+2735 788 0068	+2771 686 9652	wlobo@samsa.org.za
11. SAMSA: South African Maritime Safety Authority	Capt.	Hopewell Gqwetha	Mkhize	Principal Officer, Durban	+2731 306 2601	+2772 744 4555	hmkhize@samsa.org.za
12. SAMSA: South African Maritime Safety Authority	Mr.	Vuyani	Peni	Principal Officer, Mossel Bay	+2744 690 4201	+2774 588 8250	vpeni@samsa.org.za
13. SAMSA: South African Maritime Safety Authority	Capt.	Ian	Renders	Principal Officer, Ngqura		+2774 588 8060	irenders@samsa.org.za
14. SAMSA: South African Maritime Safety Authority	Capt.	Pierre	Schutz	Deputy Principal Officer, Cape Town	+27 21 421 6170	+2774 589 2188	pschutz@samsa.org.za
15. SAMSA: South African Maritime Safety Authority	Capt.	Emile	Van der Merwe	Ship surveyor	+2721 402 8358	+2783 530 9068	evandermerwe@samsa.org.za
16. SAMSA: South African Maritime Safety Authority	Capt.	Mike	Viljoen	Principal Officer, Saldanha	+2722 714 1612	+2771 624 1238	mviljoen@samsa.org.za
17. SAPS: South African Police Service	Sgt.	Phillip	Du Plessis	Provincial Disaster Management Co-ordinator	+2721 506 2000	+2776 660 6241	pj.duplessis66@gmail.com
18. SAPS: South African Police Service	Lt Colonel	Jacob	Moloi	Sub-Section Commander: Disaster Management	+2712 421 8270	+2782 301 5942	moloijl@saps.gov.za
19. SAPS: South African Police Service	Col	Ernst Hendrik	Strydom	Commander: Specialised Uniform Support	+2712 421 8079	+2782 778 9669	strydome@saps.gov.za
20. WCPDM: WCape Provincial Disaster Management	Ms	Nomthandazo	Losi	Assistant Director: Disaster Recovery, WCDMC	+2721 937 6322		Nomthandazo.losi@westerncape.gov.za
21. WCPDM: WCape Provincial Disaster Management	Ms	Sharon	Marthinus	Assistant Director: Disaster Response, WCDMC	+2721 937 6310	+2781 266 9337	Sharon.Marthinus@westerncape.gov.za

*Incident Management System IMS 300  
Cape Town, South Africa – 26<sup>th</sup> – 29<sup>th</sup> March 2018*

Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
<b>Attendees of Exercise only - 29 March 2018</b>							
1. DEA: Department of Environmental Affairs	Mr	Ulric	Van Bloemestein	Control Environmental Officer (CEO)	+2721 819 2456	+2773 368 2818	uvbloem@environment.gov.za
2. Department of Mineral Resources	Mr	Peter	Mohasoa	Assistant Director	+2712 444 3830	+2771 475 8581	peter.mohasoa@dmr.gov.za
3. DMR: Department of Mineral Resources	Ms.	Mary	Mailula	Intern	+2712 444 3810	+2772 559 0569	mary.mailula@dmr.gov.za
4. DMR: Department of Mineral Resources	Mr.	Molefe	Morokane	Director	+2712 444 3831	+2763 505 4529	molefe.morokane@dmr.gov.za
5. ExxonMobil E&P South Africa	Mr	Steve	Buck	Lead Country Manager	+2721 412 1531	+2779 935 2016	steven.buck@exxonmobil.com
6. SAMSA: South African Maritime Safety Authority	Mr	James	Collocott	Manager AtoN: Sea Watch and Response	+2721 938 3310	+2782 458 4890	jcollocott@samsa.org.za
7. SAMSA: South African Maritime Safety Authority	Mr	Neil	Mouton	Surveyor	+2721 421 6170	+2783 658 8184	nmouton@samsa.org.za
8. SAMSA: South African Maritime Safety Authority	Capt.	Ravi	Naicker	National Operations Manager: Sea Watch and Response	+2721 938 3310	+2782 768 8401	rnaicker@samsa.org.za
9. SANCCOB: Southern African Foundation for the Conservation of Coastal Birds	Mr	Christian	Triay	Preparedness and Response Manager (OWR)	+2721 557 6155	+2782 967 0632	christian@sanccob.co.za
10. SARS: South African Revenue Service	Mr	Michael	Africa	Customs Specialist	+2712 647 9799/ 640 9128	+2782 376 4889	mafrica@sars.gov.za
11. TNPA: Transnet National Ports Authority	Capt	Naresh	Sewnath	Senior Harbour Master	+2731 361 8672/3833	+2783 307 1228	naresh.sewnath@transnet.net
12. Total	Mr	Patrick	Fievet	Logistics Manager	+2721 003 4067	+2779 842 3201	patrick.fievet@total.com
13. Total	Mr	JC (Johannes)	Prinsloo	HSE Manager	+2721003 4070	+2772 884 2054	johannes.prinsloo@total.co.za

*Incident Management System IMS 300  
Cape Town, South Africa – 26<sup>th</sup> – 29<sup>th</sup> March 2018*

Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
<b>Administrative Support</b>							
1. DEA: Department of Environmental Affairs	Ms	Phindile	Sabela-Rikhotso	Environmental Officer: Specialised Production	+2721 819 2506	+2773 957 8228	psrikhotso@environment.gov.za
2. DEA: Department of Environmental Affairs	Ms	Nandisa	Tyobeka	Snr. Admin Clerk	+2721 819 2452	+2783 736 3193	NTyobeka@environment.gov.za
3. DEA: Department of Environmental Affairs	Mr	Ulric	Van Bloemestein	Control Environmental Officer (CEO)	+2721 819 2456	+2773 368 2818	uvbloem@environment.gov.za
<b>Facilitators</b>							
1. ExxonMobil / GI WACAF	Mr	Rupert	Bravery	ExxonMobil global experts and also Chairman of the GI WACAF	+44 1403 791629	+44 7872 912722	rupert.v.bravery@exxonmobil.com
2. IMO / IPIECA	Mr	Clément	Chazot	GI WACAF Project Manager	+44 (0) 2380 331551	+44 (0) 7920 234639	clement.chazot@ipieca.org
3. OSRL: Oil Spill Response Limited	Mr	Ken	Church				Kenchurch@oilspillresponse.com
4. OSRL: Oil Spill Response Limited	Mr	Deene	Collopy	Base Manager South Africa	+2722 714 3211	+2776 151 0773	DeeneCollopy@oilspillresponse.com
5. OSRL: Oil Spill Response Limited	Mr	Dennis	Peach				Dennispeach@oilspillresponse.com
<b>Apologies Received</b>							
<b>For the IMS 300 Training &amp; Exercise - 26-29 March 2018</b>							
1. AMSOL: African Marine Solutions	Mr.	Marius	Pieterse	SHE-Q and Security Officer		+2783 630 3301	m.pieterse@amsol.co.za
2. AMSOL: African Marine Solutions	Mr.	Shelton	Samuel	Nautical Superintendent		+2776 431 5015	s.samuels@amsol.co.za
3. DEA: Department of Environmental Affairs	Ms.	Millicent	Makoala	Environment Officer: Species & Ecosystems Management, Directorate: Oceans Conservation Strategies	+2721 819 2637		mmakoala@environment.gov.za
4. DEA: Department of Environmental Affairs	Mr	Teboho	Ntje	CPM		+2778 940 1652	Tntje@environment.gov.za
5. KZN PDM: KZN Provincial Disaster Management	Mr.	Jonty	Ndlazi	Chief Director : KZN Provincial Disaster Management Centre	+2733 846 9003/ 9000	+2772 687 1162/ +2781 385 8362	Jonty.Ndlazi@kzncogta.gov.za

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Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
6. NCDM: Northern Cape Provincial Disaster Management	Ms	Keetsamang	Mokgele		+2753 830 9400		kmokgele@ncpg.gov.za
7. NSRI: National Sea Rescue Institute	Mr	Graeme	Harding	Training Facilitator	+2721 434 4011	+2783 324 6558	<a href="mailto:graeme@searescue.org.za">graeme@searescue.org.za</a>
8. NSRI: National Sea Rescue Institute	Mr	Daniel	Heinmann	Training Facilitator	+2721 434 4011	+2721 434 1661	daniel@searescue.org.za
9. P&I Associates (Pty Ltd)	Mr	Michael	Heads	Managing Director	+2731 301 1102	+2731 301 1290	headsm@pandi.co.za
10. P&I Associates (Pty Ltd)	Mr	Jason	Hossack	Surveyor/Manager	+2731 301 1102		hossackj@pandi.co.za
11. SAMSA: South African Maritime Safety Authority	Capt.	Darren	Burgess	Technical Manager	+2741 582 2138		dburgess@samsa.org.za
12. SAMSA: South African Maritime Safety Authority	Mr	Justin	Coraizin	Principal Officer, Port Nolloth	+2727 851 7695	+2782 386 2141	jcoraizin@samsa.org.za
13. SAMSA: South African Maritime Safety Authority	Capt.	Thobela	Gqabu	Principal Officer, East London	+2743 722 4120	+2782 786 4155	tgqabu@samsa.org.za
14. SAMSA: South African Maritime Safety Authority	Capt.	Gustav	Louw	Regional Manager: Western Region	+2721 421 6170	+2771 608 8579	glouw@samsa.org.za
15. SAMSA: South African Maritime Safety Authority	Capt.	Karl	Otto	Head: Sea Watch and Response	+2721 938 3310	+2782 812 2991	kotto@samsa.org.za
16. SAMSA: South African Maritime Safety Authority	Mr	Gus	Mostert	Fleet Safety Officer: Special Projects	+2721 402 8989	+2764 901 4331	fleetsafety@samsa.org.za
17. SAMSA: South African Maritime Safety Authority	Mr.	Neville	Noble	Principal Officer, Port Elizabeth	+2741 585 0051	+2773 608 1377	nnoble@samsa.org.za
18. SAMSA: South African Maritime Safety Authority	Mr.	Roland	Shortt	Operations Manager: Special Projects	+2721 402 8989	+2782 821 8905	rshortt@samsa.org.za
19. SAMSA: South African Maritime Safety Authority	Ms	Bongi	Stofile	Regional Manager: Southern Region	+2741 582 2138	+2782 384 2273	bstofile@samsa.org.za
<b>For the Exercise - 29 March 2018</b>							
1. AMSOL: African Marine Solutions	Mr.	Dave	Murray	Business Unit Manager – Offshore Marine Services	+2721 507 5777	+2782 909 9948	d.murray@amsol.co.za
2. OPASA: Offshore Petroleum Association of South Africa	Mr.	Eduard	Groenewald	Solrock Mining Services		+2779 995 1915	eduardg@solrock.co.za

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Cape Town, South Africa – 26<sup>th</sup> – 29<sup>th</sup> March 2018*

Organisation	Title	Name	Family Name	Designation	Contact Detail		
					Tel no.	Mobile no.	Email
3. SAIMI: South Africa International Maritime Institute	Mr	Andy	MacLennan	SAIMI Representative	+2721 785 1232	+2783 780 6627	themaclennans@gmail.com
4. SAMSA: South African Maritime Safety Authority	Capt.	Saroor	Ali	Regional Manager: Eastern Region	+2731 307 3006	+2771 686 9593	sali@samsa.org.za
5. SAMSA: South African Maritime Safety Authority	Mr	Jared	Blows	MRCC Chief	+2721 938 3300	+2771 608 8621	JBlows@samsa.org.za
6. SAMSA: South African Maritime Safety Authority	Capt.	Nigel	Campbell	Deputy Chief Operating Officer	+2741 582 2138/ +2741 582 2130	+2783 309 6053	ncampbell@samsa.org.za
7. SAOGA: South African Oil and Gas Alliance	Mr	Niall	Kramer	Chief Executive Officer	+2721 425 8840	+2783 778 7113	nkramer@saoga.org.za
8. SAPIA: South African Petroleum Industry Association	Ms	Fatima	Shaik	Head: Health, Safety, Security and Environment	+2711 783 7664	+2782 337 5056	fatima@sapia.co.za

### **Annex 3 Opening speech from Dr Yazeed Petersen, Director of the Department of Environmental Affairs from the Directorate of Coastal Pollution**

“Good morning ladies and gentlemen and thank you for your attention. It is indeed a pleasure to see you all here today.

Colleagues, we were expected to be formally welcomed and addressed by the Acting DDG: Maritime branch at the Department of Transport, who unfortunately cannot join us due to another commitment. My name is Yazeed Peterson and I have been requested as the former chairperson of Initiative B1, under Operation Phakisa, to officially welcome you all to this IMS Level 300 training event. Initiative B1 has been responsible over the past 3-4 years for laying the foundation for the establishment of an Incident Management Organisation for maritime oil spills in RSA.

It has indeed been an intense and exciting journey so far and I am pleased that we are getting closer toward the implementation of our first - in a series of joint Government - Industry emergency exercises as the country prepares to further establish the oil and gas sector as a significant contributor toward our Blue Economy.

At this juncture I would like officially to welcome you all to this IMS level 300 training being hosted as a partnership involving the Departments of Transport and Environmental Affairs, the Global Initiative for West Central and Southern Africa - a key international industry cooperative initiative, and Oil Spill Response Limited. I would especially like to welcome the representatives from GIWACAF and OSRL and thank you in advance for your support and contribution toward our initiative.

Colleagues, ladies and gentlemen, I will not say much more expect that I hope you will enjoy the course and that it will expand on your expertise within the Maritime field. Please do participate actively and all the best.”

## **Annex 4    Opening remarks from Clément Chazot, GI WACAF Project Manager**

**Clément Chazot**

**GI WACAF Project Manager**

**Opening speech**

Dr Yazeed Petersen - Director, DEA Directorate: Coastal Pollution,  
Distinguished delegates,  
Ladies and Gentlemen,

It is an honour for me to deliver this opening speech on behalf 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 Incident Management System (IMS) 300 training, organised under the framework of the Global Initiative for West, Central and Southern Africa (GI WACAF).

I would like to thank the Government of the Republic of South Africa and in particular, the Department for Transport, for facilitating this workshop. I would also like to convey a special note of appreciation to Mr Mthunzi Madiya, Acting Deputy Director General: Maritime Transport, Department of Transport who kindly came here to welcome the participants, as well as to Mr. Meste Ralephenya, GI WACAF Focal Point, and Mr. Terrence Mabuela, from the Ministry of Transport for their support in organising this activity and liaising with the Department of Environmental Affairs, amongst others.

The collaboration between the South African government and GI WACAF is not new by any means, and I would like to recall a few steps taken together:

- First of all, in June 2015, the B1 Working Group of Operation Phakisa and GI WACAF undertook a collaborative national workshop focusing upon establishing an IMS for South Africa.
- Following the success of this event, South Africa formally became a full participating member of the Project in February 2016;
- A second joint activity was then organised in 2016 on the revision of the National Oil Spill Contingency Plan and the development of a national legislation related to OPRC 90.

The present workshop gathering us this week is thus a continuity of our joint effort. During the upcoming four days, we will focus on the planning aspects of the IMS. The latter, as you know, improves the efficiency, effectiveness and management of emergency response operations for both governments and industry alike. Consequently, it is a key element in minimizing environmental and socio-economic impacts of oil spills, a common objective we all pursue. We will thus build upon the advancements already achieved by the Government of South Africa under its initiative Phakisa, and consolidate the knowledge acquired in recent years.

The Workshop will be facilitated by two consultants who are experts in the field of oil spill preparedness and response, namely Dennis Peach and Ken Church from OSRL.

I would like to encourage you to participate actively during the Workshop and interact with the experts as much as possible. Given your respective areas of responsibility, you all play a significant role in the national preparedness and response system, as well as in advancing your country's interests and obligations in preparing for and responding to oil spills, and this week is a perfect opportunity to do so.

I wish you successful deliberations and I look forward to the forthcoming discussions over the coming four days. Thank you.

## Annex 5 Evaluation questionnaire



**EVALUATION QUESTIONNAIRE**  
**IMS 300 training**  
**Cape Town, South Africa, 26-29 March 2018**

### Arrangements prior to the activity

- 1 Was the invitation received in good time? Yes  No
- 2 Did you receive the information listed below about the event before your participation
- on its objective and scope Yes  No
  - subject areas and programme Yes  No
- 3 Were the instructions on the following clear and easy to understand?
- profile required of participant Yes  No
- 4 Did you receive logistical information on
- venue Yes  No
- 5 If you were given any pre-event assignment, was it useful? Yes  No  N/A

### During the activity

- 6 To cover the topics fully, was the event (*please check the appropriate box*)  
(1) too long  (2) just right  (3) too short
- 7 How do you rate the event with regard to the following? (*tick one box in each case*)
- |            | 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? (*tick one box in each case*)
- |                   | 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	satisf.	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 <input type="checkbox"/>
Field trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A <input type="checkbox"/>

**At the end of the activity**

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

	excellent	good	satisfactory	poor
<b>.1 Dennis Peach</b>				
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"/>
<b>.2 Ken Church</b>				
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"/>

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

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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:

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

## Annex 6 Pictures



## **Annex 7 Reference material**

### **1. IPIECA/IOGP Joint Industry Project technical documentation**

All Good Practice Guides can be found on the following page:

<http://www.oilspillresponseproject.org/>

### **2. IOPF's Technical Information Papers (TIPs):**

All TIPs can be found on the following page:

<http://www.itopf.com/knowledge-resources/documents-guides/technical-information-papers/>

### **3. IOPC Funds documentation**

All IOPC Funds documentation can be found online on the following link:

<http://www.iopcfunds.org/publications/iopc-funds-publications/>