

Sub-regional workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in Oil Spill Response and Preparedness

Walvis Bay, Namibia
26 - 29 September 2016

Global Initiative for Western, Central and Southern Africa

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Hosted by:

Ministry of Works and Transport



NOTE

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38 Pages.**



Executive summary

The Sub-regional workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in Oil Spill Response and Preparedness was organised in Walvis Bay, Namibia, at the Protea Hotel, from 26 to 29 September 2016. It gathered delegates from different ministries and agencies coming from 9 countries member of the GI WACAF Project in addition to Namibia as the host country: Angola, Cabo Verde, Equatorial Guinea, Ghana, Liberia, Nigeria, The Gambia, Sierra Leone and South Africa.

The event was hosted by the Namibian Ministry of Works and Transport 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 32 participants attended the workshop. A list of participants is attached as Annex 2 of this report.

The general objective of the workshop was to train participants on the implementation of an Incident Management System (IMS) and on the concept of Net Environmental Benefit Analysis (NEBA). The specific objectives of the workshop were to:

- bring together key stakeholders in charge of oil spill response and preparedness in the WACAF region;
- provide training of relevant national authorities on the development and implementation of an efficient national Incident Management System (IMS);
- provide training on the use of Net Environmental Benefit Analysis (NEBA) in oil spill response and preparedness; and
- develop recommendations based on the discussions and the results of the different sessions.

In view of addressing the objectives of the workshop the participants were guided through four days of presentations, case studies, working group sessions and discussions. The outcomes of this work can be found in the following sections.

Recommendations

In order to develop specific and relevant recommendations and given the divergent needs and status of contingency plans, legislation, governmental structures, risks and levels of preparedness within the GI WACAF member states, delegates worked in their respective national groups to identify recommendations. However, having developed their recommendations separately they presented them to all delegates and hence areas of common interest, future activities and opportunities for support could be identified.

A number of common themes were identified by the member states and were discussed during the workshop, including:

With regard to Incident Management Systems (IMS), the need to revisit plans and ensure that they:

- Reflect the full range of stakeholders; and
- Incorporate an appropriate IMS which is understood by all stakeholders.



With regard to Net Environmental Benefit Analysis (NEBA):

- Potential use pre incident to help shape and develop response policies; and
- The value of use during an incident but coupled to the need for timely and practical considerations in the outputs.

More generally:

- There was an appreciation that where oil spills do not occur or where their frequency and impact are limited, it may be difficult to ensure priority is given to this activity;
- On training and exercises, a need for more training as well as drills was identified; and
- With regard to mutual aid and support, it was recognised that delegates had access to a large pool of colleagues from across West Africa.

The active participation and the expertise of all delegates as well as the organisation of the workshop with the support of the Ministry of Works and Transport of Namibia 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 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 emphasize 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 8 oil companies (BP, Chevron, ConocoPhillips, ENI, ExxonMobil, Shell, TOTAL and Woodside).



The scope is to organize 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

Following the 6th biennial Regional Conference of the GI WACAF Project held in Accra, Ghana in November 2015, it was decided with the Ministry of Works and Transport of Namibia to organize a sub-regional workshop on IMS and the concept of NEBA in oil spill preparedness and response.

Indeed, throughout the early years of the GI WACAF, the Project's primary objectives were focused on the development and the adoption of NOSCPs as well as the ratification and the implementation of the OPRC Convention.

From 2010 onwards, sub-regional workshops have been focusing on more specialized topics such as sensitivity mapping, dispersants, NEBA and IMS. The said topics were introduced into the programme of activities.

The organization of specialized sub-regional events supports the greater diversification between countries' capability. In response, the Project has developed its work programme so that it remains relevant for the countries that have made rapid advances and those where advances have not come so quickly.



3. Objectives of the workshop

The general objective of the workshop was to train participants on the implementation of an Incident Management System (IMS) and on the concept of Net Environmental Benefit Analysis (NEBA).

The specific objectives of the workshop were to:

- bring together key stakeholders in charge of oil spill response and preparedness in the WACAF region;
- provide training of relevant national authorities on the development and implementation of an efficient national Incident Management System (IMS);
- provide training on the use of Net Environmental Benefit Analysis (NEBA) in oil spill response and preparedness; and
- develop recommendations based on the discussions and the results of the different sessions.

4. Programme of the Workshop

The workshop was organised during four days, with two days dedicated to presentations, case studies and discussions on IMS and two days focused on NEBA. The full programme is available in Annex 1.

- Monday 26 September 2016
 - Opening ceremony and introduction of the workshop
 - Presentation of the IMO's role on OPRC
 - Presentation of the GI WACAF Project
 - Introduction to Oil Spill Response
- Tuesday 27 September 2016
 - Incident Management System
- Wednesday 28 September 2016
 - Net Environmental Benefit Analysis
- Thursday 29 September 2016
 - Net Environmental Benefit Analysis
 - Recommendations
 - Closing Ceremony

5. Location, dates, and participants

The workshop was held in Walvis Bay, Namibia, from 26 to 29 September 2016. It gathered 32 delegates from different ministries and agencies coming from 9 countries member of the GI WACAF Project in addition to Namibia as the host country: Angola, Cabo Verde, Equatorial Guinea, Ghana, Liberia, Nigeria, The Gambia, Sierra Leone and South Africa



The experts invited to facilitate this workshop were Matthew Sommerville (IPIECA consultant), Nicky Cariglia (ITOPF), Yasuhiro Urano (IMO) and Benjamin Jeanne (IPIECA consultant). GI WACAF Secretariat could not attend the event due to conflicting commitments.

6. Activities and proceedings

6.1. Opening ceremony

The opening ceremony took place on Monday, 26 September 2016 at 09h30. It was introduced by Mr Benjamin Jeanne who welcomed everyone present.

Mr Yasuhiro Urano delivered the IMO Opening statement. See Annex 4.

Mr Pinehas Auene, Acting Director of Maritime Affairs, delivered opening remarks and introduced the Deputy Minister of Works and Transport of Namibia.

Finally, the Hon. Sankwasa James Sankwasa, Deputy Minister of Works and Transport of Namibia delivered an opening statement and officially opened the sub-regional workshop. His speech is attached as Annex 3.

6.2. Proceedings of the National Workshop

DAY 1 Monday 26 September 2016

Session 1: Participant's introduction

All delegates

Delegates introduced themselves and their experience in oil spill preparedness and response issues. They then explained what they were expecting from the workshop in light of their needs.

Session 2: Introduction of workshop objectives

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville introduced the delegates to the venue safety issues, workshop programme and rules regarding timekeeping, participation and maximising the value from the workshop. This included discussion of the objectives of the two workshop topics and the additional objective to develop recommendations for each of the delegates to take back with them.

Session 3: Introduction of the IMO's role on OPRC

Mr Yasuhiro Urano, IMO

Mr Yasuhiro Urano introduced the IMO and its role on oil spill preparedness and response issues.

Session 4: Presentation of the GI WACAF Project

Mr Benjamin Jeanne, IPIECA consultant



Mr Benjamin Jeanne introduced the GI WACAF Project, its objectives and its geographical scope. The consultant explained how the GI WACAF Project was financed by the IMO and 8 oil companies that are members of IPIECA.

He then detailed the progress achieved in the region since the launch of the Project in 2006 and mentioned the transboundary exercise organized in March 2015 between Nigeria and Cameroon.

Finally, the consultant detailed the outcomes of the 6th Regional Conference held in Accra, Ghana in November 2015 and the Action Plan for 2016 and 2017 by stressing the importance of the organization of exercises and the focus on transboundary cooperation.

Session 5: Overview Incident Management System and NEBA

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville introduced IMS and NEBA through a simple and fun interactive exercise involving a spilled cup of water and its clean-up. This simple exercise was employed to demonstrate that whilst IMS and NEBA are perhaps new to concepts to some delegates they in fact build on what the already implemented in everyday life. He thereby emphasised that the application of IMS to a major incident could be regarded as only a refinement of this example, and that this simple exercise could easily be repeated in training other staff members.

Session 6: The benefits of defining and agreeing on an IMS structure

Ms Nicky Cariglia, ITOFF

Ms Nicky Cariglia discussed the benefits of ensuring that a predefined structure is in place for managing incidents. She discussed that ideally, this would be determined between the various authorities that would be involved in a response, not just the lead authority. She highlighted that there may already be adequate systems in place in their various jurisdictions, such as IMSs used by the emergency services. She also highlighted that whilst Incident Command System (ICS) are in place in the US and work well there, it is important for each country to determine their own approach and use what works for them.

Session 7: Functional roles and responsibilities

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville introduced the building blocks of a good IMS including the functional groups of command, operations, planning, logistics and finance as well as the value of modular and hierarchical elements.

DAY 2 Tuesday, 27 September 2016

Session 8: Objectives, Strategy and Tactics

Ms Nicky Cariglia, ITOFF

Ms Nicky Cariglia presented the differences between objectives, strategy and tactics employed in a response. She highlighted that it is essential for all of these to be clear and agreed, prior to the implementation of a response.



Session 9, 10 & 11: IMS Exercises: Musical chairs, Meetings and direction, Distribution of work

All delegates

Under the facilitation of the workshop presenters, the delegates were split in teams to participate in these three linked exercises. Tasks to the participants were:

- Developing a structure to respond to an incident;
- Identifying objectives and how to prepare for meeting; and
- Reporting on the incident situation.

Delegates were then shown how this linked to the IMS structure and how such structure would facilitate the delivery of such tasks.

Session 12: Common operation picture/gathering, sharing data

Ms Nicky Cariglia, ITOFF

Ms Nicky Cariglia explained the need to ensure that: information is gathered, presented and shared in a planned and coordinated manner; such information is available for decision making; and the information to be shared is verified as correct and in a format that makes it understandable to a variety of users.

Session 13: Scalable, flexible and appropriate structure

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville presented the value of IMS including a flexible and scalable structure that would allow the expansion or reduction of individuals, teams and groups to response operations as required by the incident. It takes into account how the incident develops and how priorities and objectives change, as well as how the feedback on the response is incorporated. He emphasised the need to grow and shrink the response proactively and the need to ensure people are aware of the structure and reporting lines.

Session 14: An example of IMS

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville presented a range of examples of IMS and discussed the core elements and variations to these. These included examples from around the world and from response, medical, military and other large and small organisations. It notably aimed at demonstrating that IMS can be developed by and applied to any country regardless of the normal peacetime structure of the stakeholders or division of responsibility and authority.

Session 15: Presenting and implementing an Incident Action Plan (IAP)

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville discussed output of any incident management system which should be a clear and logical plan. He explained using the contents page of an everyday book the logical sequence one would expect to see starting with the introduction, the chapters which followed each other in time steps and the use of illustrations, annexes and indexes to tell a story but separate complex data from the main plot. He then turned to an incident action plan and demonstrated how this built on that format to tell a story regarding the incident. Starting with what happened in the

past, what is happening now and what we plan to do next. Finally he showed how by use of annexes and illustrations, maps, tables the plan could be kept easy to understand but also contain the detail which may be needed by some users.

DAY 3 Wednesday, 28 September 2016

Session 16: Response strategy using NEBA

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville introduced the NEBA concept and its value in ensuring that the response to an incident does not result in greater harm than may have already occurred or in extending the period required for natural recovery.

Session 17: NEBA examples from past incidents

Ms Nicky Cariglia, ITOPF

Ms Nicky Cariglia presented a series of ITOPF attended tank and non-tank vessel incidents where there were important NEBA considerations guiding decisions, from the planning through to the termination.

Session 18: Imagination, belief and knowledge

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville discussed the need to evaluate and verify information used in NEBA and to ensure that personnel imagination or beliefs are not being applied to misdirect the NEBA outputs. By way of example, the issue of using vehicles rather than humans was discussed in the context of damage caused by access and egress from work areas.

Session 19: NEBA process: Compile, evaluate and decide

Ms Nicky Cariglia, ITOPF

Ms Nicky Cariglia discussed the NEBA process before, during and after an incident. The various steps from the compilation of relevant data, and their sources, through to the ultimate decision making process were discussed in detail.

Session 20: NEBA examples: dispersants

Ms Nicky Cariglia, ITOPF

The ITOPF at-sea response video was played.

Session 21: NEBA Exercise 1: fact and fiction

All delegates

Mr Matthew Sommerville discussed the need in using NEBA to ensure decisions were based on knowledge rather than belief and to that end the importance of evaluating the credibility, accuracy and limitation of data used and the need to qualify the resulting NEBA guidance.

Session 22: NEBA during an incident

Mr Matthew Sommerville, IPIECA consultant



Mr Matthew Sommerville discussed the need to ensure NEBA includes consideration of the practicalities of the response and the need for timely guidance and direction to the response staff in the field.

DAY 4 Thursday, 29 September 2016

Session 23: NEBA as part of contingency planning

Ms Nicky Cariglia, ITOFF

Ms Nicky Cariglia discussed and demonstrated the value of using NEBA in the development of plans and response policies and how by default this leads to more efficient and effective response. Indeed, NEBA is an automatic part of the response rather than a task that must be completed during an incident which could thus delay the response.

Session 24: Sources of NEBA information, expertise and advice

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville presented information of the sources of further information and guidance available to the delegates. He included discussion of the simple but effective methods to improve internet search results and provided delegates with information on search engines and sources of oil spill specific data. Finally, he discussed the value to delegates of talking and sharing between GI WACAF member states outside of the formal GI WACAF events and in particular where they were working to solve similar issues and problems.

Session 25: How will you incorporate IMS and NEBA in plans, exercises and incidents?

All delegates

The delegates working in national groups considered how they might incorporate IMS and NEBA into their NOSCPs and the opportunities this presented to improve the NOSCPs. They presented the results to all delegates and in particular the elements which might be implemented in the future in their own country using IMS and NEBA to improve plans and advance policy on issues such as dispersants, waste management...The type of activities which would enable them to strengthen their oil spill preparedness and response capabilities was presented as well.

Session 26: Review and questions

Mr Matthew Sommerville, IPIECA consultant

Mr Matthew Sommerville returned to the workshop objectives and sought to address any remaining questions and summarized what had been presented at the workshop.

6.3. Closing ceremony

Mr Shapua Kalomo, representing the Ministry of Works and Transport of Namibia, thanked the participants for their participation and cooperation during the workshop on behalf of Mr Pinehas Auene, Acting Director of Maritime Affairs. His speech is attached in Annex 5.

Closing remarks were provided by Mr Yasuhiro Urano. He thanked participants on behalf of the IMO for their enthusiasm and commitment over the previous four days and the Ministry of Works and Transport for hosting the event. It was agreed that the outcomes from the workshop would serve as a strong driver for strengthening the knowledge on the use of Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA) in oil spill preparedness and response.

7. Recommendations

In order to develop specific and relevant recommendations and given the divergent needs and status of contingency plans, legislation, governmental structures, risks and levels of preparedness within the GI WACAF member states, delegates worked in their respective national groups to identify recommendations. However, having developed their recommendations separately they presented them to all delegates and hence areas of common interest, future activities and opportunities for support could be identified.

A number of common themes were identified by the member states and were discussed during the workshop, including:

With regard to incident management systems (IMS), the need to revisit plans and ensure that they:

- Reflect the full range of stakeholders including national government bodies, local government and national resource managers such as the Navy, Army and Air Forces, in addition to the civil resources stakeholders such as owners and operators of vessels, workboats, construction plants etc. which would be required to supplement specialist oil spill equipment in larger incidents or where land, shoreline of river banks are impacted.
- Incorporate an appropriate IMS which is understood by all stakeholders and includes the fundamental elements of a good IMS system. That being a clear hierarchy, management by objectives, functional groups including, where appropriate, command, operations, planning, logistics and finance and their subordinate groups and is both flexibility and adaptable to the scale, nature and extent of the incident to be managed .

With regard to Net Environmental Benefit Analysis (NEBA):

- An appreciation by a number of states of the potential use pre incident to help shape and develop response policies, in particular for a number of states to help shape or refine the dispersant policy.
- An appreciation by delegates of the value of use during an incident but coupled to the need for timely and practical considerations in the outputs and associated need to develop and practice skills and access to data required to make good recommendations.

More generally:

- There was an appreciation that where oil spills do not occur or when their frequency and impact are limited it may be difficult to ensure priority is given to this activity. However communication on the potential impacts of inadequate preparation and training could assist others in seeing the risk and potential impacts more clearly.
- On training , a need for more training was identified but was seen as limited by personnel availability and budgetary considerations. Therefore the need to undertake small lower level training and familiarisation which limits staff time and costs was seen as desirable. This would also assist in the development and undertaking of the full or large scale exercise by ensuring that the various elements and participants were prepared for their part in the wider response.
- On exercises, delegates expressed the need for drills and preparedness mock exercises as well as increased regular communication between various bodies on their respective roles should an oil spill be realised.
- About mutual aid and support, it was recognised that delegates had access to a large pool of colleagues from across West Africa with whom they could share and test ideas and that this resource had not yet been fully utilised outside of the formal GI WACAF workshops and events.

8. Conclusion

The National workshop was successful in:

- Bringing together key stakeholders in charge of oil spill response and preparedness in the WACAF region;
- Providing training of relevant national authorities on the development and implementation of an efficient national IMS; and
- Providing training on the use of NEBA in oil spill response and preparedness.

The success of the workshop was confirmed by the positive feedback that was received from the participants, a large majority of whom stated that, in their opinion, the objectives of the workshop were met. The questionnaire template is attached to the report as Annex 6.

Annex 1 – Programme



IPIECA

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

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Sub-regional Workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in oil spill response and preparedness

Walvis Bay, Namibia
26 – 29 September 2016

Global Initiative for Western, Central and Southern Africa

Organised by:

Ministry of Works and
Transport of Namibia



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 emphasize 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, PERENCO, Shell, TOTAL and Woodside).



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 Protea Hotel Pelican Bay, Walvis Bay, Namibia, between 26 and 29 September 2016.

Workshop Objectives

The general objectives of the sub-regional workshop are to:

- To bring together key stakeholders in charge of oil spill response and preparedness in the WACAF region;
- To provide training of relevant national authorities on the development and implementation of an efficient national Incident Management System (IMS);
- To provide training on the use of Net Environmental Benefit Analysis (NEBA) in oil spill response and preparedness; and
- To develop recommendations based on the discussions and the results of the different sessions.

Contact

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Mr. Pinehas Auene, Directorate of Maritime Affairs, Ministry of Works and Transport

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Day 1. Monday 26 September 2016	
08h30	Arrival and Registration of the participants
	Opening Ceremony
09h00	Opening Ceremony: Chairman's Opening Remarks Statement by Statement by IMO/IPIECA Statement and Official Opening by the Deputy Minister of Works and Transport of the Republic of Namibia Hon. Sankwasa James Sankwasa
10h00	Coffee Break and Group photo
	Introduction
10h40	Participant's introduction
11h10	Introduction of workshop objectives <i>Matthew Sommerville, IPIECA Consultant</i>
11h30	Introduction of the IMO's role on OPRC <i>Yasuhiro Urano, IMO</i>
12h00	Presentation of the GI WACAF Project <i>Benjamin Jeanne, IPIECA Consultant</i>
12h30	Lunch Break
	Introduction to Oil Spill Response
14h00	Overview Incident Management Systems and NEBA <i>Matthew Sommerville, IPIECA Consultant</i>
14h45	The benefits of defining and agreeing a IMS Structure <i>Nicky Cariglia, ITOPF</i>
15h45	Coffee break
16h15	Functional Roles and Responsibilities <i>Matthew Sommerville, IPIECA Consultant</i>
17h00	End of the day

Day 2. Tuesday 27 September	
Incident Management Systems (IMS)	
09h00	Objectives, Strategy and Tactics <i>Nicky Cariglia, ITOPF</i>
09h45	Incident Management Exercise 1 “Musical Chairs” <i>Delegates</i>
10h00	Incident Management Exercise 2 “Meetings and Direction” <i>Delegates</i>
10h15	Incident Management Exercise 3 “Distribution of work” <i>Delegates</i>
10h30	Coffee break
11h00	Common Operation Picture / Gathering, Sharing Data <i>Nicky Cariglia, ITOPF</i>
11h45	Scalable, Flexible and Appropriate structures <i>Matthew Sommerville, IPIECA Consultant</i>
12h30	Lunch break
14h00	An Example IMS <i>Matthew Sommerville, IPIECA Consultant</i>
15h00	Coffee break
15h30	Presenting and implementing an Incident Action Plan <i>Delegates</i>
16h30	End of the day

Day 3. Wednesday 28 September 2016	
	Net Environmental Benefit Analysis (NEBA)
09h00	Response Strategy Using NEBA <i>Matthew Sommerville, IPIECA Consultant</i>
09h45	NEBA examples from past incidents <i>Nicky Cariglia, ITOPF</i>
10h30	Coffee break
11h00	Imagination, Belief and Knowledge <i>Matthew Sommerville, IPIECA Consultant</i>
11h45	NEBA process Compile, Evaluate, Decide <i>Nicky Cariglia, ITOPF</i>
13h00	Lunch Break
14h00	NEBA Example Dispersants <i>Nicky Cariglia, IPIECA Consultant</i>
14h30	NEBA Exercise 1 “Fact and Fiction” Delegates
15h00	Coffee break
15h30	NEBA during an incident <i>Matthew Sommerville, IPIECA Consultant</i>
	End of the day

Day 4. Thursday 29 September 2016	
	Net Environmental Benefit Analysis (NEBA)
09h00	NEBA as part of contingency planning <i>Nicky Cariglia, IPIECA Consultant</i>
11h00	Coffee break
11h30	Sources of NEBA information, expertise and advice <i>Matthew Sommerville, IPIECA Consultant</i>
13h00	Lunch Break
	Recommendations
14h00	How will you incorporate IMS and NEBA in plans, exercises and incidents? Delegates
14h30	Review and Questions <i>Matthew Sommerville, IPIECA Consultant, Nicky Cariglia, ITOPF</i>
	Closing ceremony
15h00	Closing Ceremony <ul style="list-style-type: none"> - National representative - IMO/IPIECA - Ministry of Works and Transport Namibia representative. <p>Evaluation and presentation of certificates</p>
15h30	End of Day 4 and Workshop



Annex 2 – List of participants

Sub-regional Workshop on Incident Management System and Net Environment Benefit Analysis in Oil spill preparedness and response, Namibia Date: 26-29 September 2016				
Column 1	Names	Organization and job designation	Telephone	Email
1	Rosario Lopes Joao	Cape Verde Mapad- GIWACAF Focal Point	239131071	rosarlopes@hotmail.com
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7	Musa Idris O	NOSDRA Nigeria - Director		Iousa2003@yahoo.com
8	Kojo Agbenor-Efunam	Ghana- EPA – Deputy Director	+233501301381	Kojo.efunam@gmail.com
9	Ronald Moore	Sierra Leone -Director (Shipping Marine Environment Protection)	+231886562227	Rnmoore01@yahoo.com
10	Daniel Tarr	Liberia Maritime Authority- Director Marine Environment Protection	+264811281125	ditar2003@yahoo.com
11	Amadhila P.H	NAMPOL Namibia-Deputy Commissioner (Namibia)	+264 0632333500	petroamadhila@gmail.com
12	Nestor Sheimi Anguwo	Oranjemund Town Council – Environmental Health Practitioner (Namibia)	+264 063 233500/ +264 08 37733185	health@ormdtc.com.na
13	Desmond Tom	Ministry Fisheries and Marine Resources - Senior Fisheries Biologist (Namibia)		desmond.tom@mfmr.gov.na
14	Victor Miti Libuku	Ministry Fisheries and Marine Resources - Fisheries Biologist		vlibuki@mfmr.gov.na
15	Olimpio Nhuleipo	Ministry of Environment and Tourism-Economist (Namibia)	081 8103032	Olimpio.Nuhuleipo@met.gov.na
16	Abraham Kanime	Ministry of Environment and Tourism- Conservation Scientist (Namibia)	0812874734/ 0612842701	abraham.kanime@met.gov.na
17	Andreas Sheehama	Ministry of Mines and Energy- Petroleum Inspector (Namibia)		Andreas.Sheeshama@mme.gov.na
18	Ntudeni Ndafayaalako	Ministry of Mines and Energy- Petroleum Inspector (Namibia)		Ntudeni.Ndafayaalako@mme.gov.na
19	Stefanus Garises	Namibian Ports Authority - SHREQ Manager (Namibia)	064-208 2303	s.gariseb@namport.com.na
20	Nancy C. Gaoses	Municipality of Henties Bay – Health Officer (Namibia)	0812380308 064 502015	nancygaoses@gmail.com



Sub-regional workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in Oil Spill Response and preparedness – Walvis Bay, Namibia – 26 -29 September 2016

21	Johannes Makina	Municipality of Henties Bay – Disaster Man/law Enforcement Head (Namibia)	064 502000 0812801805	Traffic@hbaymun.com.na
22	Messag Hangura	Ministry of Defence – Major (Namibia)	061 204 2195	mesh180277m@yahoo.com
23	Joseph John Claasen	Ministry of Defence- Navy Captain (Namibia)	061 2042195	joseph-classen@yahoo.com
24	Gehard Kotungondo	Ministry of Works and Transport-Regional Head (Namibia)	063 34 3150 0811223694	Gerhard.kotungond07@gmail.com
25	Mr. Patrick Silishebo	Ministry of Works and Transport- Deputy Director, Surveys & Inspection (Namibia)	064-208 6300	psilishbeo@mwtc.gov.na
26	Mr. Shapua Kalomo	Ministry of Works and Transport- Control Admin Officer (Namibia)	064- 208 63000	skalomo@mwtc.gov.na
27	Mr. Johannes Muzanima	Ministry of Works and Transport-Chief Ship Surveyor (Namibia)	064-208 6300	jmuzanima@mwtc.gov.na
28	Mr. Festus Amukwaya	Ministry of Works and Transport- Chief Admin Officer (Namibia)	063-203 969	famukwaya@mwtc.gov.na
29	Ms. Petrina Kapembe	Ministry of Works and Transport- Senior Admin Officer (Namibia)	063-203 969	Pkapembe@mwtc.gov.na
30	Ms. Emilia Nghiteeka	Ministry of Works and Transport- Control Admin Officer (Namibia)	061-226 848	eshanyengange@mwtc.gov.na
31	Mr. T.Shipyopeni	Ministry of Works and Transport-Senior Ship Surveyor (Namibia)	064-2086 300	tshipopyeni@mwtc.gov.na
32	Ms. Annastasia Kantema	Ministry o Ministry of Works and Transport- Senior Admin Officer (Namibia)	064-2086 300	akantema@mwtc.gov.na

Annex 3 – Opening statement from the Hon. Sankwasa James Sankwasa, Deputy Minister of Works and Transport



REPUBLIC OF NAMIBIA

MINISTRY OF WORKS AND TRANSPORT

Welcoming and Opening address by Hon. Sankwasa James Sankwasa

Deputy Minister of Works and Transport

At the official opening of the Global Initiative for West, Central and Southern Africa (GIWACAF) Sub-Regional Workshop on Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA).

26 September 2016

Protea Hotel Walvis Bay

Walvis Bay, Namibia

Representatives of the International Maritime Organization (IMO)

Representatives of the International Petroleum Industry Environmental Conservation Association (IPIECA)

Representatives of participating countries

Representatives of Government Ministries and State-Owned Entities

Representatives of Oil companies

Management and Staff of the Directorate of Maritime Affairs

Members of the media

Distinguished ladies and Gentlemen

I am honoured and privileged have been given the opportunity to deliver this welcoming and opening address for the Global Initiative for West, Central and Southern Africa (GIWACAF) Sub-Regional Workshop on Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA).

The primary objective of this important workshop is to provide guidance to GIWACAF members on the concepts of IMS and NEBA in the context of oil spill management.

I wish to extend a warm welcome to the delegates from the various countries, especially those that are 1st time visitors to the Land of the Brave.

I wish to thank IMO, in particular the outgoing GIWACAF Project Manager Mr. Anton Rhodes, for arranging to convene this important workshop in Namibia and for inviting me to offer brief opening remarks.

May I use this opportunity to applaud Mr. Rhodes for his sterling work during his tenure as GIWACAF Project Manager. We convey our best wishes to him in his new role at the International Maritime Organization (IMO).

In the same vein, I wish to welcome the Republic of South Africa to the GIWACAF family as a full member.

As a proud member of GIWACAF, Namibia is pleased to have collaborated with the IMO and IPIECA in staging this event, which follows several other GIWACAF activities that were successfully organized in Namibia, most notably the 2013 Bi-Annual Conference which brought together over 130 delegates from the twenty-two GIWACAF member countries. It is therefore befitting to acknowledge that the collaboration between Namibia and GIWACAF has been growing over the years. We would like to cement this relationship further.

I am informed that the GIWACAF project is celebrating its 10th anniversary this year and has made significant progress in assisting GIWACAF countries to improve and sustain their capacity to protect their marine and coastal resources from oil pollution incidents through the full implementation of the OPRC 90 Convention. Namibia is indeed proud to have contributed to the furtherance of the objective of the GIWACAF Project.

Distinguished Ladies and Gentlemen

As you may be aware, our National Oil Spill Contingency Plan (NOSCP) was approved by Cabinet in 2007 and has only undergone minor revisions despite a major shift in Namibia's marine pollution risk profile over the last 5 years.

With a view to making Namibia's marine pollution preparedness and response system more responsive to the prevailing risk scenarios and align it to international best practices, we have completely revised the outdated and oil-focused NOSCP and renamed it the National Marine Pollution Contingency Plan (NMPCP) which, among other substantive changes, makes provision for pollution by chemicals while advocating a sustainable funding model.

The reform process is necessitated by the need to effectively manage the fast evolving risk profile, which is driven primarily by the growth and significance of the Port of Walvis Bay as a gateway to Southern Africa.

One of the effects of our conscious national efforts in positioning Namibia as regional logistics hub is that, more than ever before, more and bigger ships are visiting our ports to carry our imports and exports as well that of neighbouring states.

In addition, Namibia is an attractive investment destination for offshore energy exploration and production, which is crucial to our energy security and socio-economic development.

Unfortunately, the above economic activities also mean that the risk of a serious marine pollution, not only from oil but also from hazardous and noxious substances (HNS), is greater than before. This threatens our marine resources and the coastline, which - in its entirety - is classified as a national park and is endowed with many biological and socio-economic resources.

Therefore, the new National Marine Pollution Contingency Plan (NMPCP) espouses a sustainable funding model while recognising the need to develop and maintain a shared responsibility, and the commitment of all stakeholders in order to provide effective marine pollution prevention, preparedness and response services in Namibia, the region and internationally.

Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA) are important components of the NMPCP.

Another key component of Namibia's marine pollution preparedness and response system reform has been the national Coastal Sensitivity Mapping (CSM) Project which was initiated in 2013 with the kind support of GIWACAF.

The objective 1st phase of the CSM project was to identify and digitize into a Geographic Information System (GIS) structure all biological and human use resources as well as type of coastline that would be vulnerable to oil spills, covering the entire Namibian coastline - from the Kunene River mouth to the Orange River mouth - in accordance with the IMO/IPIECA Guidelines on Sensitivity Mapping for Oil Spill Response.

This objective has been achieved and strategic and tactical maps have been developed and launched in February 2015.

The 2nd and last phase of the CSM Project will entail the development of Operational maps, which are optional in terms of IMO/IPIECA guidelines but are deemed necessary for Namibia as they would further enhance the country's oil spill preparedness and response system.

I am certain that the above Namibian narrative resonates with delegates from other countries represented here because the main principles of coastal State marine pollution management are similar the world over, primarily because of international law relating to both preventive and remedial aspects of marine pollution management.

Distinguished Ladies and Gentlemen

The rich exchange of knowledge, information and ideas which should result from this workshop will go along away in improving our national systems and structures in managing marine pollution in the GIWACAF Region.

I look forward to one of the main outcomes of this meeting being the increased collaboration among countries of the GIWACAF Region on marine pollution issues including scientific research and capacity building. We need to build on the natural linkages among the GIWACAF States and this workshop affords us the opportunity to do so.

I thank IMO and IPIECA once again for electing to host this event in Namibia and convey my best wishes for a fruitful and productive event.

After your deliberations for the next three days, I am confident that the foundation for enhanced understanding and greater implementation of the IMS and NEBA concepts will be strengthened further.

In closing, I wish you every success in your deliberations and a very pleasant stay in Namibia.

It is now my singular honour to declare the Sub-Regional Conference on Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA) open.

I thank you.

Annex 4 – Opening statement from Mr Yasuhiro Urano, IMO representative

GI WACAF Project

Sub-regional Workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in oil spill response and preparedness

Walvis Bay, Namibia

26 to 29 September 2016

Opening address on behalf of IMO by

Mr. Yasuhiro Urano

Excellencies, Workshop Participants, Distinguished Guests, Ladies and Gentlemen, good morning.

It is my great pleasure to have been given the opportunity to address you today on behalf of the International Maritime Organization at the opening of this Sub-regional Workshop on Incident Management System and the concept of Net Environmental Benefit Analysis in oil spill response and preparedness here in Walvis Bay. On behalf of the Secretary-General of IMO, Mr. Kitack Lim, I would like to express my sincere appreciation to the Government of Namibia, through the Ministry of Works and Transport, for hosting this event. In particular, I would also like to convey a special note of appreciation to **Honorable Sankwasa James Sankwasa**, Deputy Minister of Works and Transport who kindly came here to welcome the participants and **Mr. Pinehas Auene**, Acting Director of Maritime Affairs and **Mr. Shapua Kalomo**, Control Administrative Officer of Maritime Affairs of the Ministry who supported the organization of this Workshop as the GI WACAF Focal Point of Namibia.

The delivery of this 4-day Workshop has been made possible through the Global Initiative for West, Central and Southern Africa, in short the GI WACAF Project, jointly launched by IMO and IPIECA, the global oil and gas industry association for environmental and social issues, in 2006. The GI WACAF Project covers 22 WACAF countries, and its scope is to enhance the capacity of these countries to prepare for and respond to marine oil spills through the organization of workshops, training, seminars and exercises carried out in collaboration with national authorities in charge of oil spill response and with local oil industry business units.

This year, 2016, marks the ten-year anniversary of the GI WACAF Project. During the past decade, the Project has achieved significant advancements in preparedness in the region, especially having made progress in designating national authorities

responsible for oil spill preparedness and response in each country, as well as the development of national contingency plans, which are now in place throughout the vast majority of the region. However, while such significant progress has been made at the regional level, the rate of development in oil spill preparedness and response has still varied among countries. In this connection, this sub-regional Workshop will be an important step to further address and assist in filling these gaps among the relevant countries in the next decade.

For this Workshop, GI WACAF Focal Points from nine countries were invited in addition to Namibia as the host country, namely, Angola, Cabo Verde, Equatorial Guinea, the Gambia, Ghana, Liberia, Nigeria, Sierra Leone and South Africa. The Workshop will provide the participants with essential knowledge and skills to develop and implement an Incident Management System (IMS), which will improve the efficiency, effectiveness and management of emergency response operations for both governments and industry, and to use a Net Environmental Benefit Analysis (NEBA) as a support tool for determining the best response options by analysing the advantages and disadvantages of different responses to minimize environmental and socio-economic impacts of oil spills.

Such provision of knowledge and skills to responsible government officials in the region will accordingly enhance regional cooperation and increase the understanding of how to effectively respond to oil spills whilst taking into account cooperation between governments and industry.

The Workshop will be facilitated by three consultants who are experts in the field of oil spill preparedness and response:

Mr. Matthew Sommerville and **Mr. Benjamin Jeanne**, IPIECA Consultants; and

Ms. Nicky Cariglia from the International Tanker Owners Pollution Federation (ITOPF).

They will kindly share with you their valuable knowledge, expertise and experiences, introducing the latest and internationally accepted standards and best practices related to the subjects of the Workshop, as well as answer any question this group might have.

Distinguished participants, I would like to encourage you to participate actively during the Workshop. Given your respective areas of responsibility, you play a significant role in advancing your country's interests and obligations in preparing for and responding to oil spills, and I hope that the lessons learned from this Workshop will assist you in advancing your country's capability in this regard. Finally, I hope that your respective efforts and commitments will lead the next steps to further enhancing the national and regional capacity in oil spill preparedness and response under the GI WACAF Project.



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

Thank you.

Annex 5 – Closing remarks from Mr Pinehas Auene, Acting Director of Maritime Affairs



REPUBLIC OF NAMIBIA

MINISTRY OF WORKS AND TRANSPORT

Closing Remarks by Pinehas Auene

Acting Director of Maritime Affairs

at the closing ceremony of the Global Initiative for West, Central and Southern Africa (GIWACAF) Sub-Regional Workshop on Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA)

29 September 2016

Protea Hotel Walvis Bay

Walvis Bay, Namibia

Distinguished guests, participants, ladies and gentleman.

On behalf of the Ministry of Works and Transport, I would like to sincerely thank all of you for your active participation and significant contribution to this Sub-Regional workshop on Incident Management System (IMS) and Net Environmental Benefit Analysis (NEBA).

Our Ministry is honoured to have been able to serve as a host of this important workshop and thereby contribute to the furtherance of our own objectives as well as the objectives of GIWACAF in regard to oil spill preparedness and response.

With this workshop we have yet again taken another significant step in the journey towards strengthening our individual and collective capacities in managing marine oil spills in the GIWACAF area.

While the importance and relevance of strengthening sub-regional capability is acknowledged, the greater challenge lies in each of our countries translating, in a practical manner, the key outcomes of these type of workshops into our respective oil spill preparedness and response systems.

In this regard, I encourage you to incorporate IMS and NEBA into your contingency plans as it suits the context and needs of your respective systems. Moreover, I encourage you, as national focal persons, to convey and discuss the findings and recommendations of this workshop with your stakeholders back home.

Furthermore, the workshop discussions had cited certain recommendations especially after the practical sessions. Let us give effect to those recommendations.



I would like to remind participants that this sub-regional workshop is but a small part of a broader programme towards strengthening oil spill preparedness and response capability in the sub-region. Other efforts at national, bilateral and multilateral levels must be sustained.

I am convinced that GIWACAF will continue to assist our governments in the region and facilitate among them the exchange of experiences, information and best practices.

I believe that we have achieved the objectives of the workshop. In addition to that, friendship and solidarity in the sub-region have been strengthened through this event.

In conclusion, I would, once again, like to thank and congratulate you, the participants, the local organizers, the GIWACAF Project, our resource persons, all of whom did a wonderful job to make sure that this workshop is a success; and the IMO and IPIECA for providing the critical support necessary to make the workshop possible.

Thank you all once again for your active participation. I wish you safe journeys to your respective destinations.

Annex 6 – Evaluation questionnaire

EVALUATION QUESTIONNAIRE

Sub-regional workshop on Incident Management System (IMS) and the concept of Net Environmental Benefit Analysis (NEBA) in Oil Spill Response and preparedness
Walvis Bay, Namibia, 26 – 29 September 2016

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 (*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? <i>(tick one box in each case)</i>				
		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)*

		excellent	good	satisfactory	poor
--	--	-----------	------	--------------	------

.1 **Matthew Sommerville**

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"/>

		excellent	good	satisfactory	poor
--	--	-----------	------	--------------	------

.2 **Nicky Cariglia**

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?

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 | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 15 | Are you likely to use the information you gained on the course when you return to work? | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 16 | Will you have the opportunity to transfer the knowledge gained to your colleagues at work? | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

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 7 – Pictures

