

# Instructor's Manual

## IMO MODEL COURSE ON OIL POLLUTION, PREPAREDNESS, RESPONSE AND COOPERATION

3<sup>rd</sup> Edition, 2019

Introductory Level

Level 1

Level 2

Level 3



## **Foreword**

The IMO OPRC Model training courses have been developed to address all general aspects of oil spill planning, response and management. They are intended to provide guidance on the general framework and content a training course may adopt to meet the specific needs of the participants, country or region in which the course is to be delivered. The courses have been developed by IMO to aid the Member States to the International Convention on Oil Pollution, Preparedness, Response and Co-operation (OPRC), 1990, in meeting their obligation to provide a programme of training for relevant personnel in cooperation with interested governments and industry. The IMO OPRC model courses, including the materials, guidance and recommendations they contain should not be regarded as training requirements. Any training requirements that may be incorporated in an OPRC-related training programme or course are to be determined by a Member State, training accreditation body or private company, where applicable or appropriate.

Prior to delivery, each course should be further developed and tailored to incorporate information and material relevant to the local context and to the prospective audience. This may include information relating to:

- the relevant local, national and regional legislation governing marine pollution preparedness and response that may be in force or under development;
- reference to the local emergency response management structures and response arrangements;
- specific economic and environmental resources sensitive to impacts from oil spills; and
- past experiences of incident responses that highlight elements of a future response operation which may be unique or specific to the local area.

Four model training courses have been developed, each individual course designed to cater for personnel with specific roles and responsibilities within the preparedness and response to oil spills, i.e. Operational, Tactical or Strategic. These courses are not designed to be undertaken in succession; the specific course should be chosen giving consideration to the roles and responsibilities of the prospective audience.

To facilitate the wide dissemination of the courses and their adaptability, they have been developed in digital format, with presentation slides as the predominant means to illustrate and convey the various lessons and content of each course. These presentation slides are only intended to be used as a guide. Where possible, additional methods of promoting effective learning should be employed, for example through active participation, using discussion, feedback and activities, which may require the use of different materials, media or resources. Many aspects of preparedness and response to oil spills are practical in nature, and therefore

in-field exercises, relevant site visits, practical response equipment deployments, site safety demonstrations and health and safety-focused practical exercises should be incorporated in each training course wherever possible.

### **Course certificates and training accreditation**

A participant's successful completion of the course is determined at the discretion of the course instructor or the training institution delivering the course. Tests are not provided as part of the model training course, as the expectation is that each course will be adapted and tailored to best meet the needs of the participants.

Although IMO offers the OPRC Model Training Courses for purchase through IMO Publications, IMO does not endorse or accredit training institutions for the delivery of these courses. Accreditation schemes, where these occur (not every country has one), are usually implemented and carried out at the national level either through the national maritime authority or a recognized national accreditation body. To facilitate this process and assist countries in establishing a system of accreditation, IMO, through its Marine Environment Protection Committee, has developed 'Guidelines and Criteria for Accreditation or Approval of OPRC Training Organizations and Experts' (MEPC/Circ.478).

It is recommended that the logos on the certificates for course participants should be of the specific Accreditation Scheme under which the training body has received Accreditation. Certificates displaying IMO logos will only be provided for training courses organized and implemented directly by IMO.

### **DISCLAIMER**

Although all possible efforts have been made to ensure the correctness and completeness of the information provided. The content and materials presented in this Model Course do not necessarily reflect the relevant national policy and procedures of all member states involved in its development.

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## INTRODUCTION

The purpose of this Instructor's Manual is to provide the course directing and instructional staff with guidance in the use of the course materials and the administration of the course.

### GENERAL

The International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC) calls for the International Maritime Organization (IMO), along with relevant international and regional organizations, oil and shipping industries to develop a comprehensive training programme in the field of oil pollution preparedness and response, together with the necessary expertise to develop and implement it. In this regard, four model training courses were developed, aimed at the following:

- |                            |  |
|----------------------------|--|
| <b>Introductory Level:</b> | Raising Awareness                              |
| <b>Level 1:</b>            | First Responders (Operational)                 |
| <b>Level 2:</b>            | Supervisors and On-Scene Commanders (Tactical) |
| <b>Level 3:</b>            | Administrators and Senior Managers (Strategic) |

These courses, when properly linked to a country's national contingency plan, can be used to train staff who are responsible for the conduct and management of an effective response to a marine oil spill.

The Level 3 course was designed to be conducted as a four-day course and is aimed at administrators and senior managers with responsibilities for determining preparedness and strategy in response to a marine oil spill.

With a potentially wide audience, it is important that the course be delivered in a way that is tailored to the local context of the participants. When preparing the course, it is the responsibility of the instructional staff to establish the course objectives and content in relation to the participants and the relevant contingency plans. This is further addressed in the section "Instructor Qualifications and Preparation".

### COURSE DIRECTING STAFF

It is recommended that the course be conducted with two or three instructors. One of the instructors should also be designated as the Course Director. If resources permit, a separate course director should be provided for administrative activities.

The roles of the directing staff are broadly described as follows:

#### DIRECTING STAFF – GENERAL:

- to assist the participants to master the course content;
- to guide the learning process ;
- to make presentations;
- to answer questions;
- to correct mistakes; and
- to be available to answer any follow-up questions.

## **COURSE DIRECTOR:**

- to organize and oversee the administration and logistics of the course;
- to plan the objectives of the course in discussion with the instructors and hosts;
- to facilitate the dissemination of information of the course/facilitate the learning process;
- to assist the participants and instructors throughout the training course;
- to ensure that the learning meets its intended objective;
- to introduce instructors and explain how each session relates to overall course objectives; and
- to ensure that the training course venue and exercise locations are suitable and safe for the participants.

## **INSTRUCTORS:**

- to tailor the course materials to suit the participants and the local context;
- to make presentations, organize and lead exercises;
- to provide feedback on the exercises to the participants;
- to facilitate the learning process;
- to coach;
- to correct mistakes;
- to answer questions;
- to assist the participants to master the information presented ; and
- to ensure that all HSE expectations are complied with.

## **INSTRUCTOR QUALIFICATIONS AND PREPARATION**

Because of the operational and technical nature of the course, instructors should have a background in oil spill response and response management and possess the requisite instructional skills. It is important during module presentations that the instructor is able to demonstrate relevant experience to develop and maintain credibility with the participants.

It is also recommended that, where appropriate, specialist instructional experts are added to the instructional staff to teach such subjects as media relations, legislation and legal implications, etc.

When preparing to teach the course, instructors must take the following into account:

- personalizing the presentations;
- local contexts; and
- learning styles of the participants.

## **PERSONALISING AND ADAPTING THE COURSE MATERIALS**

The OPRC courses were developed as “model” courses. This means that they were designed to cover the basic principles and information required to respond to an oil spill. However, instructors are encouraged to personalise their delivery of the courses to match the requirements of the participants. The course contains a number of optional lessons depending on the needs of the participants. These may be substituted if not appropriate to the objectives of the course or workshop. The timetable and order of the presentation is offered as a guide. A skilled instructor will customize the training according to the course objectives and requirements of the participants.

To personalize the modules, instructors are encouraged to add examples, additional subject matter, case histories or anecdotes and generate questions and discussions to ensure that all participants are taking part. It is during this process that the instructor stamps the modules with their own personality and experience.

## FURTHER READING

At the end of each lesson there is a list of suggested reading, specifying the publications and materials approved by IMO. The sources have been compiled from documents that are commonly used and readily available online. This list is not exhaustive and you are encouraged to add locally-relevant material tailored to the course.

There are a number of sources for further reading and reference and, as time passes, more are being developed. Instructors are urged to research the latest publications and videos to ensure that the most recent and up-to-date versions are utilized.

## LOCAL CONTEXT

The content of the course should be geared towards the local context and relevant to the contingency plan(s) and responsibilities of the participants. The instructor should be aware of the local community response limitations and the types of resources available to respond to an oil spill (personnel, equipment and monetary).

This also includes being aware of the availability locally of non-traditional response resources, knowing the local areas of sensitivity and the appropriate response strategies, as well as the local environmental and seasonal implications.

Instructors should also take into account the local culture and values, as well as the political structure of the country.

This course has been designed to be delivered in the international arena. Courses delivered within a specific country or to a specific audience must be tailored to reflect the needs of the participants and may require changes to references to legislation, compensation, etc.

The Training Course Director, needs to collaborate with the host to ensure that the chosen venue is suitable for the training course. This will include taking into account any HSE requirements, access to the emergency services in the event of a security or medical problem, and any religious or dietary requirements of the participants.

## LEARNING STYLES OF THE PARTICIPANTS

Participants in different parts of the world have different learning styles. These styles are generally the result of cultural differences and educational practices.

In some instances, participants are comfortable with a task-based approach to the subject matter; in others, participants are more used to a relational or conceptual approach where they are shown how everything fits together before addressing specific groups of tasks.

Some educational practices stress the importance of pre-course study to ground basic concepts or procedures before starting a module, while others adopt a discovery style in the classroom. Some encourage the active participation of participants during lectures, while for others, participants take on a passive role.

When preparing to teach the course, the instructor should be aware of any learning differences that might affect the way the course is delivered. These differences should be taken into account when preparing and personalizing their module sessions.

Instructors are recommended to have undertaken a formal “Train the Trainer” course. These courses are intended for potential instructors who have the technical expertise but may require some advice or development in formal instructional techniques. These courses, of which there are many, assist in developing an ability to apply effective classroom and workshop instructional presentation techniques, in establishing a positive learning environment, and in helping instructors to feel comfortable presenting training material in a classroom/simulation setting. Instructors are strongly recommended to have a knowledge of and to study these techniques.

## **STRUCTURE OF THE COURSE**

### **COURSE OBJECTIVES**

Each module has a number of clearly stated objectives. It is important to note that the objectives are not guidelines for instructors of what is expected while facilitating the subject matter. The instructor’s role during the session is to ensure that the participants are able to achieve the stated objectives.

Instructional processes should be inserted when preparing a module. This will allow the participants to meet the requirements of enabling objectives. Before moving to the next enabling objective, the instructor should insert some instructional material into the lesson to assess whether the participants are able to explain the reasons for responding to a spill or not. The instructor may stop at this point and ask the participants to summarize the main reasons for responding to a spill; or ask a number of multiple choice questions or give examples (good and bad) to assess whether the participants are able to separate out the main reasons as taught from those which are inconsequential.

Whatever the process used by the instructor, it is important that the instructor assesses whether or not the participants have understood the main points taught as intended before moving on to the next objective or part of the lesson. Simply asking the participants if they have any questions is not enough.

Due to time constraints for this course, the instructor can only provide an introduction to the subject matter. Further reading is required and there are extensive reference works published by, amongst others, IMO, IPIECA, IOGP/ITOPF and CEDRE. Suggested further reading sources are given at the end of each lesson. You are encouraged to seek out and research topics that are applicable to the proposed course and audience.

## **PARTICIPANTS’ QUALIFICATIONS AND EXPERIENCE**

As stated previously, the course is designed as an intensive learning experience. This course design assumes that participants do not have extensive experience in oil spill response but do have a responsibility for ensuring that such capability exists in their company, department or country. The emphasis of the course content is on preparedness, policies and strategy. It is not on response procedures and tactics, which are addressed in the Level One (Operational) and Level Two (Tactical) courses.

This course addresses the response management and planning functions of senior management and administrators, either in the public sector or in industry. It does so in the context of the application of management and planning practices to an oil spill and does not attempt to teach basic management or planning theory.

During the course participants are expected to:

- work hard;
- ask questions;
- complete assignments and exercises accurately and on time;
- cooperate with the course director and instructional staff;
- assist other participants during classroom and exercise discussions and assignments;
- participate fully in all discussions (classroom, exercises, assignments, briefings, etc.); and
- observe all HSE expectations and report any unsafe situations.

## COURSE MATERIALS

The course material on the course CD or USB pen drive consists of the following components:

- a complete set of slide presentations; and
- the Participant's Manual.

### *PRESENTATION SLIDES*

A series of slide presentations have been prepared which are closely linked with the material contained in the Participant's Manual.

It is suggested that, in addition to the Participant's Manual, participants should be given a printout of the slides as an aide-memoire. Because the details are contained within the Participant's Manual, it is suggested that the printouts be in a handout form, three slides to a page, leaving sufficient space for any personal notes.

### *THE PARTICIPANT'S MANUAL*

The Participant's Manual contains the subject matter content of each lesson. It contains detailed information and a summary of the lesson material, which, combined with the Further Reading section, is intended to be a source of reference for students after the course is finished.

### *ACKNOWLEDGEMENTS*

The training material is based on the Model Courses developed by IMO and approved by the Sub-Committee on Pollution Prevention and Response (PPR) and by the Marine Environment Protection Committee (MEPC) at its Seventy-first session (3–7 July 2017).

Where known, the source of images, graphics and information is gratefully acknowledged on the presentation slides.

## COURSE ADMINISTRATION

Effective course administration contains many elements, a few of which are referenced here.

### *SCHEDULE*

The course is scheduled to run from 0900 hours to 1700 hours over a four-day period. The schedule is flexible to take into account any local traditions or practices. The Course Director should agree the timetable in advance with the client and make amendments as required.

A suggested course timetable is included within this manual. It is stressed that this timetable is a suggestion and the running order may be altered. Course Directors and instructors are urged to tailor the timetable to reflect the objectives of the training and the needs of the participants.

The videos are optional and may be replaced by a presentation on case histories or topics of relevance developed and tailored by the instructors in accordance with the specific interests of the participants.

If changes are made to the timetable, then these need to be reflected in any manual issued to the participants.

#### **CLASS SIZE**

It is recommended that the class size does not exceed numbers that allow interaction and participation during the lectures and instructor attention during group exercises.

#### **COURSE ARRANGEMENTS**

When courses are conducted by IMO then all the facilities will be arranged in advance by IMO staff in discussion with the host country.

All materials should be prepared in advance of the course by using the model course material.

Participant seating and the physical arrangement of desks, tables, etc. should allow for ease of discussion among the participants and the facilitators during the sessions and leave the participants sufficient desk space for making notes.

A side table will be available for the facilitators to place handouts, reference materials and other supplies (e.g. paper punch, charts, etc.) to be used during modules and the exercise.

Presentation equipment, such as the LCD video projector for the Slide presentations, flip charts and projection screens are arranged so as not to obstruct participant views while at the same time allowing ease of use by the instructors.

Participant supplies such as pens, paper, binders and reference materials should be arranged and distributed in advance of the sessions to minimize administrative activities occurring during the instructional periods.

The following items will be required:

- a presentation projector, screen and sound system capable of being read by the participants from all parts of the room;
- a computer with compatible software for viewing presentations and videos;
- pens and paper for participants ;
- flipcharts and whiteboards;
- a suitable darkened and sound-proofed room for presentations;
- sufficient tables and chairs for all participants and instructors. It is recommended that no more than two participants share a desk to ensure sufficient writing and storage space;
- ventilation appropriate to the climate to maintain a suitable temperature with adequate fresh air;
- sufficient electrical power points for the instructor's equipment paying strict compliance with all health and safety measures; and
- back up equipment for key items, such as the LCD projector.

## **OVERVIEW OF THE EXERCISES**

The exercise modules have been designed to reinforce and demonstrate the lessons learned from the modules. It is recommended that the exercises should be tailored to the needs of the participants and further developed to effectively meet the objectives outlined in this manual.

It is obviously important that the participants have completed the relevant training course modules prior to attempting the exercise.

The participants should be split up into syndicate groups:

- the groups need to be carefully chosen to ensure a mixture of skills and backgrounds; and
- participants should be encouraged to sub-divide their own groups to tackle various tasks.

Normally a review or presentation session will follow the exercise.

By the end of the exercise participants should be able to:

- discuss problems linked to the course modules in a group environment;
- present a solution to the specific problems given; and
- elect a spokesperson to lead the group's presentation.

There are no prizes for correct answers. The aim of the exercise is to promote discussion and aid learning. The instructor's role is crucial in promoting discussion, raising issues and linking course elements. It is these exercises that bind the course together and they should be considered the most vital element.

The instructor should give the groups time to develop their answers, but be prepared to check on the groups from time to time to ensure that the exercise is being properly managed.

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**TIMETABLE**

Insert sponsoring Ministry's  
logo as required



Insert sponsoring Ministry's  
logo as required

## TRAINING COURSE TITLE

To be held at the .....

Dates

OPRC Level 3

## TRAINING COURSE PROGRAMME

(Suggested Draft)



Facilitator	Representing	Initials
	International Maritime Organization	XXX
		XXX
		XXX

## Day 1

<b>Day 1</b>	<b>Module</b>	<b>Lesson</b>	<b>Date</b>	<b>Facilitator</b>
08:30 - 09:00			Arrival of Participants/Registration	<b>Host</b>
09:00 - 09:30			Opening Ceremony Welcome Address <ul style="list-style-type: none"><li>• Host</li><li>• IMO</li></ul>	<b>Host</b> <b>XXX</b>
09:30 - 10:00	M.3.1	L.3.1	Workshop timetable and administrative matters <ul style="list-style-type: none"><li>• Workshop aims and objectives</li><li>• Facilitators introductions</li><li>• Participants introductions</li></ul>	<b>XXX</b> <b>XXX</b>
<b>10:00 - 10:30</b>			<b>Refreshment</b>	
10:00 - 10:20	M.3.1	V.3.1	Video – Introduction to Oil Spills	<b>XXX</b>
10:20 - 10:40	M.3.1	V.3.2	Video – Introduction to the work of IMO	<b>XXX</b>
10:40 - 11:15	M.3.1	L.3.2	The Legal Framework	<b>XXX</b>
11:15 - 12:00	M.3.1	L.3.3	Oil Spill Response Preparedness	<b>XXX</b>
12:00 - 13:00	M.3.1	Ex.3.1	Exercise: Preparedness Review	<b>XXX</b>
<b>13:00 - 14:00</b>			<b>Lunch</b>	
14:00 - 14:45	M.3.2	L.3.4	Technical Tools for Oil Spill Response	<b>XXX</b>
14:45 - 15:15	M.3.2	L.3.5	Assessment of Spill Risks	<b>XXX</b>
<b>15:15 - 15:45</b>			<b>Refreshment</b>	
15:45 - 16:30	M.3.2	L.3.6	Impact of Oil Spills	<b>XXX</b>
16:30 - 16:50	M.3.2		Case Histories	<b>XXX</b>
16:50 - 17:00			Review of Day 1	<b>XXX</b>
<b>17:00</b>			<b>End of day 1</b>	

## Day 2

<b>Day 2</b>	<b>Module</b>	<b>Lesson</b>	<b>Date</b>	<b>Facilitator</b>
08:30 - 08:40			Review of Day 1 and Outline of Day 2	XXX
08:40 - 09:30	M.3.2	L.3.7	Oil Spill Response Options	XXX
09:30 - 10:00	M.3.2	L.3.8	Places of Refuge and Salvage Considerations	XXX
<b>10:00 - 10:30</b>			<b>Refreshment</b>	
10:30 - 11:00	M.3.2		Case History	XXX
11:00 - 11:30	M.3.2	Ex.3.2	Exercise: Places of Refuge – risk assessment	XXX
11:30 - 12:00	M.3.3	L.3.9	Planning and Cooperation	XXX XXX
12:00 - 12:30	M.3.3	L.3.10	Strategic Directions and Policies – the Role of Senior Management	XXX
<b>12:30 - 13:30</b>			<b>Lunch</b>	
13:30 - 14:30	M.3.2	Ex 3.3	Exercise: Selecting the Appropriate Response Strategy	XXX
14:30 - 15:00	M.3.3	L.3.11	Roles and Responsibilities of Government, Industry, etc.	XXX
<b>15:00 - 15:30</b>			<b>Refreshment</b>	
15:30 - 16:00	M.3.3	L.3.12	Leadership during an Emergency	XXX
16:00 - 16:50	M.3.3	Ex 3.4	Round table discussion: How Roles and Responsibilities Apply in Host Country or Region	XXX
16:50 - 17:00			Review of Day 2	XXX
<b>17:00</b>			<b>End of day 2</b>	

## Day 3

<b>Day 3</b>	<b>Module</b>	<b>Lesson</b>	<b>Date</b>	<b>Facilitator</b>
08:30 - 08:40			Review of Day 2 and Outline of Day 3	XXX
08:40 - 09:30	M.3.3	L.3.13	Incident Management Systems (IMS)	XXX
09:30 - 10:15	M.3.3	L.3.14	Termination of Response	XXX
<b>10:15 - 10:45</b>			<b>Refreshment</b>	
11:00 - 12:00	M.3.3	Ex.3.5	Incident Management Exercise	XXX
12:00 - 12:30	M.3.4	L.3.15	Managing Information	XXX
<b>12:30 - 13:30</b>			<b>Lunch</b>	
13:30 - 14:10	M.3.4	L.3.16	Internal Communication Requirements	XXX
14:10 - 15:00	M.3.4	L.3.17	External Communication Requirements	XXX
<b>15:00 - 15:30</b>			<b>Refreshment</b>	
15:30 - 16:15	M.3.4	Ex 3.6	Communications Exercise	XXX
16:15 - 16:50	M.3.4		Case History	XXX
16:50 - 17:00			Review of Day 3	XXX
<b>17:00</b>			<b>End of day 3</b>	

## Day 4

<b>Day</b>	<b>Module</b>	<b>Lesson</b>	<b>Date</b>	<b>Facilitator</b>
08:30 - 08:40			Review of Day 3 and Outline of Day 4	XXX
08:40 - 10:00	M.3.5	L.3.18	The International Compensation Regime <ul style="list-style-type: none"> <li>• CLC</li> <li>• Fund</li> <li>• Supplementary Fund</li> <li>• Bunkers Convention</li> <li>• HNS Convention</li> </ul>	XXX
<b>10:00 - 10:30</b>			<b>Refreshment</b>	
10:30 - 11:00	M.3.5	L.3.19	Admissible Claims	XXX
11:00 - 12:00	M.3.5	Ex.3.7	Exercise: Claims and Compensation Preparation	XXX
<b>12:00 - 13:00</b>			<b>Lunch</b>	
13:00 - 14:00	M.3.6	Ex 3.8	Exercise: Strategy exercise	XXX
14:00 - 14:30	M.3.6	Ex 3.9.1	Review Exercise	XXX
14:30 - 15:00	M.3.6	Ex3.9.2	Creation of Action Plan	XXX
<b>15:00 - 15:30</b>			<b>Refreshment</b>	
15:30 - 16:00			Evaluation and Review of Training Course	XXX
16:00 - 17:00			Closing Ceremony Farewell Address <ul style="list-style-type: none"> <li>• Host</li> <li>• IMO</li> </ul> Issue of Certificates	Host XXX
<b>17:00</b>			<b>End of day 4 and the training course</b>	

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## MODULE 3.1: OIL SPILL RESPONSE PREPAREDNESS

### MODULE OBJECTIVE

The overall objective of this module is to enable participants to implement an efficient oil spill preparedness and response system.

This section of the course focuses on an introduction to oil spills, the role and work of IMO, the key international conventions that apply to oil spill response and outlining the regional frameworks and partnerships that exist around the world. It also aims to convey an understanding of the requirements of the OPRC Convention, how to prepare a response system and the need for an efficient contingency planning system.

This module is composed of three lessons, two videos and one exercise:

- L.3.1: Course introduction
- V.3.1: Video – Introduction to oil spills
- V.3.2: Video – Introduction to the work of the IMO
- L.3.2: The Legal Framework
- L.3.3: Oil Spill Response Preparedness
- Ex.3.1: Exercise: Preparedness Review

The objectives for each lesson are described below.

#### LESSON 3.1: COURSE INTRODUCTION

Objective:

The objective of this lesson is for participants to understand the aims and objectives of the training course.

At the end of this lesson, participants will:

- understand the timetable and course content of the training course;
- understand the organizational and domestic arrangements for the training course;
- have received a full safety briefing; and
- have been introduced to their fellow participants and facilitators.

Rationale:

It is important that participants are briefed on the safety, domestic and organizational aspects of the course. This lesson plays a vital role in welcoming and settling the participants, ensuring that they are aware of the course content and what will be demanded of them.

Lesson length: 30 min.

## **VIDEO 3.1: INTRODUCTION TO OIL SPILLS**

Objective:

The objective of this video is for participants to gain an understanding of the size, scale and complexity of oil spills.

At the end of this video, participants will:

- understand the range and scale of oil spill incidents; and
- have an appreciation of the difficulties and complexities of oil spill response.

Rationale:

It is important that participants have an appreciation of the potential size, scale and complexity of an oil spill or potential oil spill incident. This lesson plays a vital role in setting the scene for the remainder of the course.

Lesson length: 20 min.

Video link: <http://www.itopf.org/knowledge-resources/library/video-library/video/1-introduction-to-oil-spills/>

Note: If a suitable video is not available, instructors should create a slide presentation of oil spill incidents, appropriate to the aims and objectives of the course level.

Further reading:

- IMO. *International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC)*, 1991 Edition, International Maritime Organization, London, 1991 (**Approved by IMO**); and
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, IMO, London, 2009 (**Approved by IMO**).

## **VIDEO 3.2: INTRODUCTION TO THE WORK OF IMO**

Objective:

The objective of this video is for participants to gain an understanding of the role and work of IMO and its Member States.

At the end of this video, participants will understand:

- the role and work of IMO; and
- how this work is formed and driven by the Member States.

Rationale:

It is important that participants have an appreciation of the role and work of IMO, the contribution that they can make to its work and the range of support that can be accessed.

Lesson length: 20 min.

Further reading:

- IMO. *International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC)*, 1991 Edition, International Maritime Organization, London, 1991 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section I – Prevention*, 2011 Edition, International Maritime Organization, London, 2011 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**); and
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**).

## LESSON 3.2: THE LEGAL FRAMEWORK

Objective:

The objective of this lesson is for participants to gain an understanding of the key international conventions that apply to oil spill response as well as the regional frameworks and Global Initiative partnerships that have been established around the world.

At the end of this lesson, participants will understand:

- the key international conventions, OPRC, MARPOL, INTERVENTION, SALVAGE and CLC; and
- the UNEP Regional Sea Area and the Global Initiative programmes.

Rationale:

It is important that participants have an understanding of the key international conventions relating to oil spill response. They should also be aware of the various regional initiatives that are in place around the world.

Lesson length: 35 min.

Further Reading:

- IMO. *International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC)*, 1991 Edition, International Maritime Organization, London, 1991 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section I – Prevention*, 2011 Edition, International Maritime Organization, London, 2011 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**); and

- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**).

### LESSON 3.3: OIL SPILL RESPONSE PREPAREDNESS

Objective:

The objective of this lesson is to give participants an understanding of the requirements of the OPRC Convention, how to prepare to respond and the need for an efficient contingency planning system.

At the end of this lesson, participants will understand:

- the requirements of the OPRC Convention;
- how to prepare to respond to an oil pollution incident; and
- the need for an efficient and effective contingency planning system.

Rationale:

It is important that participants have an understanding of the requirements and benefits of the OPRC Convention in order to help their country to meet the requirements and ratify the Convention. Participants should also understand how best to prepare to respond to an oil pollution incident and the need for an efficient contingency planning system.

It is also important that participants understand how best to prepare for response to an oil pollution incident and to understand the need for an efficient contingency planning system.

Furthermore, it is important to highlight that all components of a contingency plan should be periodically and practically tested to prepare for a real emergency. In this regard, Article 6(2) of the OPRC Convention requires each Party to establish a programme of exercises for oil pollution response organizations and training of relevant personnel.

Instructors may introduce the following four categories of exercises, which allow different aspects of a plan to be exercised separately and promote understanding of the purpose and scope of the whole plan:

- Notification exercise – test the procedures to alert and call out the response teams via telephone or other means;
- Table-top exercise – interactively discuss a simulated scenario among members of a response team without involving the mobilization of personnel and equipment;
- Equipment deployment exercise - exercise deployment of oil spill response equipment at particular locations in response to an oil spill scenario; and
- Incident management exercise – simulate several different aspects of an oil spill incident with third parties who would actually be involved in a real emergency to test and train a whole response team.

Instructors may stress that training of relevant personnel should include theoretical training at the appropriate level and practical deployment of equipment, as required, and that the IMO OPRC Model Training Courses could be used as a guidance to plan and conduct such a training.

Lesson length: 45 min.

Further reading:

- IMO. *International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990 (OPRC)*, 1991 Edition, International Maritime Organization, London, 1991 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section I – Prevention*, 2011 Edition, International Maritime Organization, London, 2011 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**);
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**);
- IMO. *Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness*, 2010 Edition, IMO, London, 2010 (**Approved by IMO**);
- CEDRE. *Involvement of Sea Professionals in Spill Response*, 2012 ([www.cedre.fr/en/Our-resources/Documentation/Operational-guides/Sea-Professionals](http://www.cedre.fr/en/Our-resources/Documentation/Operational-guides/Sea-Professionals), please send an email to documentation@cedre.fr to request full version);
- CEDRE. *Local Authorities’ Guide – What to do in the Event of a Spill*, 2012 (For an extract please visit: [www.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf](http://www.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf) please send an email to documentation@cedre.fr to request full version);
- IPIECA/IOGP. *Oil Spill Risk Assessment and Response Planning for Offshore Instillations*, 2013 (<http://www.ipieca.org/resources/awareness-briefing/oil-spill-risk-assessment-and-response-planning-for-offshore-installations/>);
- IPIECA/IOGP. *Oil Spill Exercises - Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-exercises/>);
- IPIECA/IOGP *Incident Management System for the Oil and Gas Industry – Good Practice Guide Series* 2016 (<http://www.ipieca.org/resources/good-practice/incident-management-system-ims/>);
- IPIECA/IOGP. *Oil Spill Training – Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-training/>);
- IPIECA/IOGP. *Mutual Aid Indemnification and Liability*, 2016 (<http://www.ipieca.org/resources/awareness-briefing/mutual-aid-indemnification-and-liability-including-a-template-emergency-personnel-secondment-agreement/>);
- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf)).

### EXERCISE 3.1: PREPAREDNESS REVIEW

Objective:

The objective of this exercise is for participants to establish the current level of preparedness in their country or region. This will be used as a benchmark and revisited later in the course when participants are asked to consider if any improvements are required to their current level and if so how these might

be achieved. The format of the questions follows that of the ITOPF Country Profile review and can serve as important feedback to IMO.

At the end of this exercise, participants will have:

- consolidated the lessons they have learned from this module; and
- worked in teams to prepare a review of the current level of response preparedness within their country or region by answering nine short questions.

Instructions:

- divide the class into a maximum of five groups;
- nominate a representative from each;
- each group is to discuss, answer and record answers to the questions posed;
- discuss results in plenary.

Lesson length: 60 min.



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## MODULE 3.2: PLANNING AND RESPONSE

### MODULE OBJECTIVE

The overall objective of this module is to enable participants to understand the key technical aspects of oil spill responses in order to implement an efficient National or Regional Contingency Plan and to respond efficiently to incidents.

This section of the course focuses on technical aspects such as available technical tools, risks assessment, impacts of oil spills, oil spills response options and places of refuge.

This module is composed of five lessons, two case histories and two exercises:

- L.3.4: Technical Tools for Oil Spill Response
- L.3.5: Assessment of Spill Risks
- L.3.6: Impacts of Oil Spills
- Case History
- L.3.7: Oil Spill Response Options
- L.3.8: Places of Refuge and Salvage Considerations
- Case History
- Ex 3.2: Places of Refuge – risk assessment
- Ex 3.3: Selecting the appropriate response strategy

The objectives for each lesson are described below:

### LESSON 3.4: TECHNICAL TOOLS FOR OIL SPILL PLANNING AND RESPONSE

Objective:

The objective of this lesson is for managers to understand the technical aspects of and tools available for oil spill preparedness and response. More specifically, this lesson will discuss oil behaviour, sensitivity mapping and oil spill modelling.

At the end of this lesson, participants will understand:

- oil weathering processes and their impacts on response;
- the important role of sensitivity mapping and how to use these maps for planning and response; and
- oil spill models and their limitations.

Rationale:

It is important for managers to know and understand the technical aspects of oil spill response. Knowledge of oil behaviour, sensitivity maps and oil spill modelling is essential as these are important elements of decision making at the time of a spill or during preparedness activities.

Lesson length: 45 min.

Further reading:

- IMO. *Manual on Oil Pollution, Section IV – Combating Oil Spills*, 2005 Edition, IMO, London, 2005 (**Approved by IMO**)

## LESSON 3.5: ASSESSMENT OF SPILL RISKS

Objective:

The objective of this lesson is to enable participants to evaluate oil spill risks and apply the results of their risks evaluation during the contingency planning process.

At the end of this lesson, participants will:

- be able to identify potential sources of oil spills;
- understand the different steps of an oil spill risks assessment; and
- understand how the results of the risks assessment influence contingency planning.

Rationale:

Oil spill risks assessment is a key component of preparedness efforts. Knowledge about potential oil spill sources and the likelihood of a spill occurring will guide important decisions during the preparation of a contingency plan. The presentation provides a step-by-step approach to risk assessment.

Lesson length: 30 min.

Further reading:

- IMO. *Manual on Oil Pollution, Section IV – Combating Oil Spills*, 2005 Edition, IMO, London, 2005 (**Approved by IMO**)
- IMO. *Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness*, 2010 Edition, IMO, London, 2010 (**Approved by IMO**)
- IPIECA/IOPGP. *Oil Spill Risk Assessment and Response Planning for Offshore Installations*, 2013 (<http://www.ipieca.org/resources/awareness-briefing/oil-spill-risk-assessment-and-response-planning-for-offshore-installations/>)
- ITOPF. *TIP 2 Fate of Marine Oil Spills*, 2011 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-2-fate-of-marine-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-2-fate-of-marine-oil-spills/))
- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf))

## LESSON 3.6: IMPACTS OF OIL SPILLS

Objective:

The objective of this lesson is to enable managers to recognize potential impacts of oil spills on the environment, the economy and human use and to use this information in the elaboration of an overall response strategy.

At the end of this lesson, participants will:

- understand the toxicity of oil and factors affecting it;
- be able to identify potential impacts from oil on sensitive resources (biological and socio-economic);

- understand how to assess damages from an oil spill; and
- understand how the information on impacts affects oil spill response strategy.

Rationale:

Oil spills can adversely affect biological species and habitat as well as socio-economic activities. It is important for managers to understand how oil can impact these sensitivities, as it will often be the main factor to consider during the elaboration of a response strategy. It is also important that managers understand how to carry out an assessment of these impacts, as they are often required to allocate resources for this activity.

Lesson length: 45 min.

Further reading:

- IMO. *Manual on Oil Pollution, Section IV – Combating Oil Spills*, 2005 Edition, IMO, London, 2005 (**Approved by IMO**)
- IMO. *IMO/UNEP Guidance Manual on the Assessment and Restoration of Environmental Damage Following Marine Oil Spills*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**)
- IMO. *Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness*, 2010 Edition, International Maritime Organization, London, 2010 (**Approved by IMO**)

### LESSON 3.7: OIL SPILL RESPONSE OPTIONS

Objective:

The objective of this lesson is to ensure that managers know and understand the various response options available to respond to marine oil spills. This lesson will discuss the advantages and disadvantages of each option, as well as outlining the selection methodology.

At the end of this lesson, participants will:

- know about available response options for oil spills at sea and on the shoreline;
- understand their basic principles, usefulness and limitations; and
- understand factors affecting the performance and selection of response options.

Rationale:

When facing an oil spill, managers must select the most appropriate response options in order to minimize damages from oil on the environment or socio-economic activities. Booms, skimmers, dispersants, In Situ Burning and various shoreline clean-up methodologies can be implemented during the response to an oil spill. However, no magic option exists and all these methodologies have operational limitations. Managers must have a basic knowledge about the available response options in order to make sound decisions, both at the time of an incident but also during the contingency planning stage.

Lesson length: 50 min.

Further reading:

- IMO. *Guidelines for the Use of Dispersants for Combating Oil Pollution at Sea* (to be published), International Maritime Organization, London (**Approved by IMO**)\*
- IMO. *Manual on Oil Pollution, Section I – Prevention*, 2011 Edition, International Maritime Organization, London, 2011 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section IV – Combating Oil Spills*, 2005 Edition, IMO, London, 2005 (**Approved by IMO**)
- IPIECA/IOGP. *Mutual Aid Indemnification and Liability Oil Spill Response*, 2016 (<http://www.ipieca.org/resources/awareness-briefing/mutual-aid-indemnification-and-liability-including-a-template-emergency-personnel-secondment-agreement/>)

### LESSON 3.8: PLACES OF REFUGE AND SALVAGE CONSIDERATIONS

Objective:

The objective of this lesson is to ensure that managers are aware of the Powers of Intervention, understand the role of the coastal State in terms of maritime casualties, are able to identify and designate Places of Refuge and understand the risk assessment process for determining Places of Refuge.

At the end of this lesson, participants will:

- understand the Powers of Intervention;
- understand the role of the coastal State in respect of maritime casualties;
- be able to identify and designate Places of Refuge; and
- understand the risk assessment process for determining Places of Refuge.

Rationale:

When facing an oil spill or potential oil spill, managers need to consider not only the selection of the most appropriate response options but also how to minimize the potential loss of oil. The efforts of the salvors may reduce the amount of oil at risk of being lost. Managers need to understand what powers may be available to them, how their actions can assist the salvage process and how best to determine the risks of the proposed operations. Managers must have such knowledge in order to make sound decisions not only at the time of an incident but also during the contingency planning stage.

Lesson length: 30 min.

Further reading:

- IMO. *Manual on Oil Pollution: Section II – Contingency Planning*, 2018 Edition, IMO, London, 2017 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution: Section III – Salvage*, 1997 Edition, IMO, London, 1997 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution: Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**)

\* Please note that Part IV of the IMO *Guidelines for the Use of Dispersants for Combating Oil Pollution at Sea* is currently under development.

- IMO. *Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness*, 2010 Edition, IMO, London, 2010 (**Approved by IMO**)
- IMO Resolution A.949(23), Guidelines on Places of Refuge for Ships in Need of Assistance (**Approved by IMO**), December 2003
- REMPEC, Guidelines on the decision making process for granting access to a place of refuge for ships in need of assistance. Decision IG 17/10. (<http://www.rempec.org/admin/store/wyswigImg/file/Information%20resources/Guidelines/Place%20of%20refuge%20Guidelines%20%28E%29%20from%2015%20CPM.pdf>)
- Bonn Agreement, Bonn Agreement Counter Pollution Manual – Volume 2, Chapter 27 Places of Refuge.
- ([https://www.bonnagreement.org/site/assets/files/1081/bonn\\_agreement\\_counter\\_pollution\\_manual.pdf](https://www.bonnagreement.org/site/assets/files/1081/bonn_agreement_counter_pollution_manual.pdf))

### **EXERCISE 3.2: PLACES OF REFUGE – RISK ASSESSMENT**

Objective:

The objective of this exercise is to consolidate the lessons from the Places of Refuge module, demonstrate the advantages of a likelihood and consequence matrix and risk register and enable the participants to carry out an exercise using these tools. During the exercise, participants will be presented with various scenarios including information on oil type, weather conditions and threatened sensitive resources. Using this information, the participants will need to identify potential response options.

At the end of this exercise, participants will:

- understand the advantages of a likelihood and consequence matrix;
- understand the use of the risk register; and
- have carried out an exercise with the matrix and register.

Instructions:

- divide the class into a maximum of five groups;
- nominate a representative from each group;
- each group is to discuss the presented scenarios, compile the risk register and Likelihood/Consequence matrix and consider what conditions, if any, they would impose before allowing a vessel into a place of refuge; and
- discuss the results in plenary.

Exercise length: 30 min.

### **EXERCISE 3.3: SELECTING THE APPROPRIATE RESPONSE STRATEGY**

Objective:

The objective of this exercise is to consolidate the lessons from this module and enable participants to recognize and select the most appropriate response strategies. During the exercise, participants will be presented with various scenarios including information on oil type, weather conditions and

threatened sensitive resources. Using this information, participants will need to identify potential response options.

At the end of this exercise, participants will:

- understand the challenges in selecting a response strategy.

Instructions:

- divide the class into a maximum of five groups;
- nominate a representative from each;
- each group is to discuss and select together potential response options; and
- discuss the results in plenary.

Exercise length: 60 min.



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## MODULE 3.3: RESPONSE MANAGEMENT

### MODULE OBJECTIVE

The overall objective of this module is to give participants a deep understanding of management issues they will face during the implementation of a National or Regional contingency plan or during an oil spill response. It focuses very much on the organizational aspects of spill response, such as roles and responsibilities and incident management.

This module is composed of six lessons and two exercises:

- L.3.9: Planning and Cooperation
- L.3.10: Strategic Directions and Policies – the Role of Senior Management
- L.3.11: Roles and Responsibilities of Government, Industry, etc.
- L.3.12: Leadership During an Emergency
- L.3.13: Incident Management Systems (IMS)
- L.3.14: Termination of Response
- Ex.3.4: How Roles and Responsibilities apply in Host Country/Region
- Ex.3.5: Incident Management Exercise

The objectives for each lesson are described below:

#### LESSON 3.9: PLANNING AND COOPERATION

Objective:

The objective of this lesson is to ensure that participants understand the organizational aspects to be considered when implementing National and/or Regional Contingency Planning, the role of the Competent National Authority, how to establish a response organization, the benefits of cooperation with industry and the development of a tiered response system.

At the end of this lesson, participants will:

- understand the organizational aspects that need to be considered when implementing National or Regional contingency planning;
- understand the role of the Competent National Authority;
- understand how to establish a response organization;
- appreciate the benefits of cooperation with industry; and
- understand the development of a tiered response system.

Rationale:

An effective response to an oil spill is largely dependent on the preparedness of the organizations and individuals involved. This can be addressed by developing and maintaining a contingency plan, establishing a body responsible for managing a response, having a response organization in place in cooperation with industry and working within a tiered response system.

Instructors may introduce “Recommended Steps in Plan Development” in detail, referring to the following information based on the *Manual on Oil Pollution – Section II: Contingency Planning*.

## 1. Define scope of the plan

The first step is to define the scope of a contingency plan to be developed, i.e. a national contingency plan; a bilateral or multilateral agreement/contingency plan for regional cooperation; shipboard oil pollution emergency plan (SOPEP); or oil pollution emergency plans for offshore installations, sea ports or oil handling facilities.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- National Oil Spill Contingency Plan (section 1.6);
- Industry oil spill contingency plans (section 1.9 and chapter 3); and
- Bilateral or multilateral agreements/contingency plans (chapter 4).

The following steps 2 to 7 are examples for the case of a national contingency plan.

## 2. Conduct the risk assessments

In advance to develop a national contingency plan, it is necessary to conduct an assessment of oil spill risks in the waters and, if applicable, terrestrial or other areas under the national jurisdiction. To complete an oil spill risk assessment, the government will need to determine all of the operations that could result in the release of crude oil or refined oil products and calculate the probability and consequences of the potential spills.

It is also necessary to identify coastal environmental, socio-economic and cultural sensitivities in the threatened area so as to develop an effective response strategy, facilitate the prioritization of the sensitive areas for protection and thereby enable the most effective use of available response resources. In this regard, the preparation of sensitivity maps should be mandated under the national contingency plan and the associated national legislation.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- Oil spill risk assessment (section 2.2)
- Sensitivity maps (section 2.6)

## 3. Develop a strategy

To develop a strategy for oil spill preparedness and response and construct key contents of a national contingency plan, the following systems, procedures and elements should be considered.

- Pre-positioned oil spill response equipment

It is important to establish a minimum level of pre-positioned oil spill response equipment based on the identified risks, either individually or through bilateral or multilateral agreements and in cooperation with the oil and shipping industries, port authorities and other relevant entities.

The national contingency plan should describe the process by which response resources owned by, or available to, the government will be inventoried and available for rapid mobilization of the resources.

- Tiered response

Tiered response arrangements, including possible regional and international cooperation in case of major oil spills, may be established as a part of the national contingency plan, taking

into account the local and national capability of oil spill preparedness and response and the result of the oil spill risk assessment and sensitivity mapping.

- Incident management system

As effective responses to a major oil spill are complex operations, an incident management system may be developed to achieve the seamless integration of material resources, operational processes and personnel from many different organizations under a commanding team qualified to lead the oil spill response.

- Roles and responsibilities

The national contingency plan should explain the roles and responsibilities of a National Competent Authority (or a lead government agency) and other government agencies that could be involved in an oil spill response. It should also describe the organizational structure to be used for the above-mentioned management system.

- Notification, reporting and alerting

The national contingency plan should identify an entity whose responsibility is to receive and disseminate a notification or report of a marine emergency, which could result or has resulted in an oil spill, to relevant government agencies and representatives to facilitate rapid communication among them.

- Assessment and monitoring of an oil spill

An immediate assessment of an oil spill is essential in determining the most appropriate response tactics and strategies. Such an assessment can be achieved by: estimating the volume and extent of the spill; conducting a health and safety hazard assessment posed by the floating oil; and predicting the spill's probable movement using drift or trajectory models and available meteorological and hydrographic data. In addition, a spill surveillance and monitoring programme (e.g. aerial observation) should be implemented to validate any model results and determine the actual movement, extent and characteristics of the oil slick. These assessment and monitoring measures should be described in the national contingency plan.

- Oil spill response strategy

An oil spill response strategy should be developed which involves the use of multiple response techniques selected as being the most effective at containing and/or removing spilled oil, while minimizing the negative effects of the spilled oil and response operations to the environment. It is essential to identify any policies, restrictions or prohibition on, or preference for, the use of selected response techniques based on spill location, environmental conditions, proximity to sensitive areas, etc.

- Waste management

A robust waste management plan should be included in the national contingency plan to achieve an efficient and effective oil spill response. Such a plan may contain: regulatory requirements or protocols associated with the characterization, storage, transport and treatment, recycling or disposal of oil spill wastes; the types or names of recycling, treatment and disposal facilities approved to accept oil spill wastes; and any waste management resources or services that can be provided by the government.

- Demobilization and termination of response

The national contingency plan should describe the general process for the demobilization of response equipment and other resources and what, if any, government approvals may be required for demobilizing key response resources. The plan should also outline a process for establishing clean-up/response end-points.

- Restoration and post-spill monitoring

Restoration and post-spill monitoring activities can be covered in the national contingency plan. In such a case, the plan should generally describe the conditions or scenarios under which monitoring or restoration would be required or considered as well as a summary of the monitoring and restoration processes. Existing restoration or monitoring regulatory requirements, protocols or guidelines should also be referenced in the plan.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- Pre-positioned oil spill response equipment (section 1.7)
- Oil spill response resource coordination (section 1.10)
- Tiered response (section 1.11)
- National oil spill response management system (section 1.12)
- Notification, reporting and alerting (section 2.3)
- Oil spill assessment (section 2.4)
- National oil spill response management organization (section 2.5)
- Response resources (section 2.7)
- Response strategies (section 2.8)
- Waste management (section 2.9)
- Demobilization and termination of response (section 2.10)
- Restoration and post-spill monitoring (section 2.11)

#### 4. Decide structure and layout

The structure and layout of the national contingency plan should be decided based on the key contents considered and established in Step 3 and the contents should include information on the designation of the Competent National Authority, national operational contact points and, as necessary, references to the relevant international conventions and national legislation.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- International conventions (section 1.1)
- National legislation and regulations (section 1.2)
- Designation of Competent National Authority (section 1.3)
- National operational contact point (section 1.4)
- National Oil Spill Contingency Plan (section 1.6)

#### 5. Procure appropriate equipment

It is important to ensure the availability of adequate response equipment in case of an oil spill and maintain it in a serviceable condition and, if necessary, procure additional or replacement equipment. It is a common practice for national authorities to require the oil industry or private oil spill response organizations to maintain adequate response equipment on their behalf (in such a case, the requirements for them should be described in the national contingency plan).

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- Pre-positioned oil spill response equipment (section 1.7)
- Oil spill response resource coordination (section 1.10)
- Response resources (section 2.7)

## 6. Conduct training and exercise

The national contingency plan should outline a training and exercise programme in cooperation with the oil and shipping industries, port authorities and other relevant entities that is designed to ensure a high level of oil spill preparedness, to build the national oil spill response capability, as well as strengthen bilateral or multilateral agreements on cooperation during an oil pollution incident.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- Exercises, training and health and safety (section 1.8)
- Training, exercising, record keeping and plan updating requirements (section 2.12)

## 7. Update plan (section 2.12)

It is important to periodically assess the level of oil spill response preparedness to identify challenges, information needs and areas for improvement. In this connection, the national contingency plan should be regularly reviewed to incorporate lessons learned from training and exercises as well as actual incidents.

Regular updates of the contact points for notification and the inventory of available response equipment should also be made. In addition, any organizational or legislative changes that modify the response organizations or policies should be reflected in timely amendments to the affected contingency plan and communicated to all relevant parties.

References (*Manual on Oil Pollution – Section II: Contingency Planning*):

- Training, exercising, record keeping and plan updating requirements (section 2.12)
- Assessing oil spill response preparedness (section 1.13)

Lesson length: 30 min.

Further reading:

- IMO. *Manual on Oil Pollution: Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution –Section IV – Combating Oil Spills*, 2005 Edition, IMO, London, 2005 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, IMO, London, 2009 (**Approved by IMO**)
- IMO. *Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness*, 2010 Edition, IMO, London, 2010 (**Approved by IMO**)
- CEDRE. *Local Authorities' Guide – What to do in the Event of a Spill*, 2012 (For an extract please visit: [wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf](http://wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf) please send an email to [documentation@cedre.fr](mailto:documentation@cedre.fr) to request full version)

- IPIECA/IOGP *Incident Management System for the Oil and Gas Industry – Good Practice Guide Series 2016* (<http://www.ipieca.org/resources/good-practice/incident-management-system-ims/>)
- IPIECA/IOGP. *Oil Spill Risk Assessment and Response Planning for Offshore Installations*, 2013 (<http://www.ipieca.org/resources/awareness-briefing/oil-spill-risk-assessment-and-response-planning-for-offshore-installations/>)
- IPIECA/IOGP. *Oil Spill Responder Health & Safety – Good Practice Guide Series*, 2013 (<http://www.ipieca.org/resources/good-practice/oil-spill-responder-health-safety/>)
- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf))

### **LESSON 3.10: STRATEGIC DIRECTIONS AND POLICIES**

Objective:

The objective of this lesson is to ensure that participants understand the role of the administration and its senior managers, understand and appreciate the benefits of bilateral and multilateral agreements and understand the role of government in an oil spill.

At the end of this lesson, participants will:

- understand the role of the administration and its senior managers;
- understand and appreciate the benefits of bilateral and multilateral agreements; and
- understand the role of government in an oil spill.

Rationale:

Key articles of the OPRC Convention, Articles 6 and 7, require signatories to establish national and regional systems for preparedness and response and promote international cooperation in pollution response. These obligations fall on the signatories who are the governments of the coastal States. An understanding of the role of the administration, the benefits of close cooperation with neighbouring countries and the role of government in an oil spill will assist in meeting these obligations.

Lesson length: 30 min.

Further reading:

- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2017 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, International Maritime Organization, London, 2009 (**Approved by IMO**)
- CEDRE. *Local Authorities' Guide – What to do in the Event of a Spill*, 2012 (For an extract please visit: [wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf](http://wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf) please send an email to [documentation@cedre.fr](mailto:documentation@cedre.fr) to request full version)
- IPIECA/IOGP. *Oil Spill Risk Assessment and Response Planning for Offshore Installations*, 2013 (<http://www.ipieca.org/resources/awareness-briefing/oil-spill-risk-assessment-and-response-planning-for-offshore-installations/>)

- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf))

### **LESSON 3.11: ROLES AND RESPONSIBILITIES**

Objective:

The objective of this lesson is to ensure that participants understand the roles and responsibilities of all parties that may be involved in incident response.

At the end of this lesson, participants will understand:

- the roles and responsibilities of all the parties involved in the incident response;
- the need for preparedness;
- the need for defined operational procedures; and
- the need for training and exercising.

Rationale:

It is important for participants to understand that there are many interested parties involved in an oil spill. These range from the owners or managers of the ship or installation, the salvors, the port authorities (if applicable), the owners of the cargoes, the insurers and compensation schemes and the administration whose waters are affected. In addition, there are a number of government agencies, NCP stakeholders and responders, including industry. The roles and responsibilities of major parties summarized below may be introduced in the relevant part of the presentation.

The shipowner (or a bareboat charterer or manager of the ship):

- documentation that is required and carried on board for oil pollution preparedness and response (Shipboard Oil Pollution Emergency Plan (SOPEP) under the OPRC Convention);
- notification of the marine pollution emergency to the nearest coastal State;
- pollution response and clean-up; and
- compensation for pollution damage

The ship operator (in most cases, the bareboat charterer):

- operation of the ship;
- commercial and operational management of the ship; and
- take on the same roles and responsibilities as the shipowner, except for the liability of compensation for oil pollution damage

The master:

- act as the agent of the shipowner for the operation of the ship (until the direct contact is established between the coastal State and the shipowner);
- deemed the agent of the cargo owner where the cargo is in danger;
- safety of the ship, the cargo and all personnel aboard;
- notify the nearest coastal State of the oil pollution incident;

- can reach agreement on salvage operations with a salvor on behalf of the shipowner (the 1989 Salvage Convention);
- cooperate with the salvor during the salvage operations to prevent or minimize damage to the environment; and
- make decisions to protect the marine environment in a marine pollution emergency, without being influenced by instructions given by the shipowner, charterer or any other person

The cargo owner (oil companies):

- not responsible for marine pollution damage caused by the individual cargoes under the international legal regime on the liability of compensation;
- contribute to the international Funds (the 1992 Fund Convention and the Supplementary Fund Protocol) which provide additional compensation for oil pollution damage when the amount payable by the shipowner's insurer is insufficient to cover all of the damage;
- advise the coastal State on how to handle the cargo in an emergency if it has knowledge of the cargo;
- assist in the identification of a suitable ship to be hired for lightering the ship; and
- cooperate with the salvor during the salvage operations, exercising care to prevent or minimize damage to the environment

The flag State:

- enact and enforce all design and equipment standards, all safety and marine environment protection standards, and all crew certification and training;
- investigate a casualty in which one of the ships flying its flag has been involved; and
- hold an inquiry into every marine casualty, including where there has been serious damage to ships or installations of another State or to the marine environment

The coastal State:

- establish a national system for responding to oil pollution incidents which has, as a minimum, developed a national contingency plan and designated national competent authorities and operational focal points responsible for oil pollution preparedness and response, reporting and handling requests for assistance (the OPRC Convention);
- within its capabilities, either individually or through bilateral or multilateral cooperation and, as appropriate, in cooperation with the oil and shipping industries and other relevant entities, establish a minimum level of pre-positioned oil spill response equipment, proportionate to the risk involved, and programmes for its use (the OPRC Convention);
- commit to cooperate and render assistance to Parties that request assistance to deal with oil pollution incidents, subject to capability and availability of relevant resources (the OPRC Convention);
- notify other States of a marine pollution threat of which it becomes aware and which is likely to affect them;
- cooperate with other States, as appropriate, in responding to major oil pollution incidents;
- report oil pollution incidents to neighbouring States which may be affected;
- cooperate with salvage operations, such as admittance into ports of ships in distress or the provision of facilities to salvors, so as to save life or property in danger and prevent damage to the environment (the 1989 Salvage Convention); and
- cooperate with the flag State(s) in a marine casualty investigation

The salvors:

- carry out salvage operations based on “no cure – no pay” principle;
- endeavour to prevent or minimize damage to the environment during the salvage operations;
- assist a marine casualty by bringing specialist expertise to the task which is unique to the marine industry; and
- assist other companies in the provision of salvage services to a casualty, in the case that such companies do not have sufficient service resources at the site of the casualty

The liability insurer (P&I Clubs, mutual associations of shipowners):

- cover the shipowner’s legal liabilities in the sense of damage or compensation which the owner is legally obliged to pay to others, together with certain other losses, costs and expenses, which are specified in the terms of the insurance given to the shipowner;
- raise the funds to enable the insurance by calling up the necessary sums from its members;
- issue a Certificate of Insurance or Other Financial Security on which the ship’s CLC Certificate is based (the CLC Convention);
- have legal expertise in managing liabilities of the members and claims handling staff;
- engage advisers with specific expertise as may be required, to support an effective response to a spill and assist the mitigation of damage that may be caused by the spill.
- cooperate with the International Oil Pollution Compensation Funds (IOPC Funds) if the oil pollution affects a Party to the 1971 or 1992 Fund Convention;
- get involved in the decision on a possible lightering or removal (as a wreck) of the ship; and
- provide a service to their members to ensure that only provable, valid claims are actually paid, negotiating with the claimant

It is also important for participants to know that the NCP should define the legal framework (i.e. international, regional and bilateral obligations as well as national laws), the organizational structure and the responsibility for response within its jurisdiction. It should establish the government’s responsibilities including: organizational arrangements for oil spill prevention, preparedness, response, recovery and remediation; planning requirements; monitoring and reporting; defining operational procedures; training and exercise standards; and financial and liability arrangements.

Remember to stress that each oil pollution incident will differ in size and complexity, from minor localized incidents to large complex incidents affecting one or more countries, and that in the same manner those parties involved in the response will also differ. This lesson explains the diverse range of parties that may be encountered in an oil pollution incident and looks at their responsibilities during a response.

Lesson length: 30 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2017 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, IMO, London, 2009 (**Approved by IMO**)
- CEDRE. *Involvement of Sea Professionals in Spill Response*, 2012 ([wwz.cedre.fr/en/Our-resources/Documentation/Operational-guides/Sea-Professionals](http://wwz.cedre.fr/en/Our-resources/Documentation/Operational-guides/Sea-Professionals), please send an email to documentation@cedre.fr to request full version)

- CEDRE. *Local Authorities' Guide – What to do in the Event of a Spill*, 2012 (For an extract please visit: [wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf](http://wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf) please send an email to [documentation@cedre.fr](mailto:documentation@cedre.fr) to request full version)
- CEDRE. *Management of Volunteers in Coastal Pollution Response*, 2012 ([www.cedre.fr/en/Our-resources/Documentation/Operational-guides/Volunteers](http://www.cedre.fr/en/Our-resources/Documentation/Operational-guides/Volunteers), please send an email to [documentation@cedre.fr](mailto:documentation@cedre.fr) to request full version)
- IPIECA/IOGP. *Oil Spill Exercises - Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-exercises/>)
- IPIECA/IOGP. *Oil Spill Training – Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-training/>)
- IPIECA/IOGP *Incident Management System for the Oil and Gas Industry – Good Practice Guide Series* 2016 (<http://www.ipieca.org/resources/good-practice/incident-management-system-ims/>)
- IPIECA/IOGP. *Mutual Aid Indemnification and Liability Oil Spill Response*, 2016 (<http://www.ipieca.org/resources/awareness-briefing/mutual-aid-indemnification-and-liability-including-a-template-emergency-personnel-secondment-agreement/> )
- ITOPF. *TIP 10 – Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))
- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf))

### **LESSON 3.12: LEADERSHIP DURING AN EMERGENCY**

Objective:

The objective of this lesson is to ensure that participants understand the leadership qualities required in incident management and how to avoid common management failures.

At the end of this lesson, participants will:

- understand the importance of leadership and leadership qualities;
- have considered the appointment of leaders;
- have considered some common management failures during incident response; and
- have considered how these failures may be avoided.

Rationale:

Irrespective of the structure of the response organization the abilities of the leaders of the response will have an important bearing on the progress and outcome of the response. It is therefore vital to understand the importance of leadership and leadership qualities.

Lesson length: 30 min.

Further reading:

- IMO. *Manual on Oil Pollution, Section II – Contingency Planning*, 2018 Edition, International Maritime Organization, London, 2018 (**Approved by IMO**)
- IMO. *Manual on Oil Pollution, Section V – Administrative Aspects of Oil Pollution Response*, 2009 Edition, IMO, London, 2009 (**Approved by IMO**)
- IMO. *Guidance Document on the Implementation of an Incident Management of an Incident Management System (IMS)*, 2012 Edition, IMO, London, 2012 (**Approved by IMO**)
- IPIECA/IOGP. *Oil Spill Exercises - Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-exercises/>)
- IPIECA/IOGP. *Oil Spill Training – Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-training/>)
- IPIECA/IOGP *Incident Management System for the Oil and Gas Industry – Good Practice Guide Series* 2016 (<http://www.ipieca.org/resources/good-practice/incident-management-system-ims/>)
- ITOPF. *TIP 10 – Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))
- ITOPF. *TIP 16 – Contingency Planning for Marine Oil Spills*, 2011 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP16ContingencyPlanningforMarineOilSpills.pdf))

### **EXERCISE 3.4: ROLES AND RESPONSIBILITIES**

Objective:

The objective of this exercise is to consolidate the lessons from the module by way of team and round-table discussions about the roles and responsibilities that apply in the host country or region.

At the end of this exercise, participants will understand:

- the roles and responsibilities as they apply in their country or region.

Instructions:

- divide the class into a maximum of five groups;
- nominate a representative from each group;
- each group is to discuss, identify and list the roles and responsibilities in their country or region; and
- discuss the results in plenary.

Exercise length: 50 min.

### **LESSON 3.13: INCIDENT MANAGEMENT SYSTEMS (IMS)**

Objective:

The objective of this lesson is to ensure that managers understand the importance of incident management systems and the benefits of using a predetermined management structure where functions and roles are well defined.

At the end of this lesson, participants will understand:

- the application of incident management systems;
- the key emergency functions that are command, planning, operations, logistics and finance;
- the importance of defining roles and responsibilities; and
- the importance of developing an incident action plan.

Rationale:

Oil spill response involves the contribution and involvement of multiple agencies and stakeholders from industry and government. One of the main challenges for managers during an oil spill response is to coordinate the expertise and resources from all these organizations in order to deal efficiently with the situation. The implementation of an Incident Management System (IMS) is key to the successful management of an oil spill, as it will provide a framework for coordination.

Lesson length: 50 min.

Further reading:

- IMO. *Guidance Document on the Implementation of an Incident Management of an Incident Management System (IMS)*, 2012 Edition, IMO, London, 2012 (**Approved by IMO**)

- CEDRE. *Local Authorities' Guide – What to do in the Event of a Spill*, 2012 (For an extract please visit: [wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf](http://wwz.cedre.fr/en/content/download/1769/131926/file/extract-local-authorities.pdf) please send an email to [documentation@cedre.fr](mailto:documentation@cedre.fr) to request full version)
- IPIECA/IOGP. *Oil Spill Exercises - Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-exercises/>)
- IPIECA/IOGP. *Oil Spill Training – Good Practice Guide Series*, 2014 (<http://www.ipieca.org/resources/good-practice/oil-spill-training/>)
- IPIECA/IOGP Incident Management System for the Oil and Gas Industry – Good Practice Guide Series 2016 (<http://www.ipieca.org/resources/good-practice/incident-management-system-ims/>)
- IPIECA/IOGP. Oil Spill Responder Health & Safety – Good Practice Guide Series, 2013 (<http://www.ipieca.org/resources/good-practice/oil-spill-responder-health-safety/>)
- IPIECA/IOGP. Mutual Aid Indemnification and Liability, 2016 (<http://www.ipieca.org/resources/awareness-briefing/mutual-aid-indemnification-and-liability-including-a-template-emergency-personnel-secondment-agreement/>)
- ITOPF. *TIP 10 Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))

### **LESSON 3.14: TERMINATION OF RESPONSE**

Objective:

The objective of this lesson is to ensure that managers understand the difficulties and challenges associated with termination of response. Managers will learn about the definition and selection of termination criteria as well as post-spill monitoring studies.

At the end of this lesson, participants will:

- understand the difficulties associated with termination of response;
- understand the tasks that must be completed at the end of a spill;
- be able to define termination criteria; and
- understand the steps involved in the development of post-spill studies.

Rationale:

Termination of response is one of the most delicate stages of an oil spill response. As operations are typically winding down and remaining quantities of oil diminishing, with no termination criteria agreed at the beginning of the spill, it can be challenging for managers to decide to end the response. Various operational and administrative tasks will need to be completed and the necessity of undertaking post-spill monitoring studies evaluated.

Lesson length: 45 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**).

### **EXERCISE 3.5: INCIDENT MANAGEMENT**

Objective:

The objective of this exercise is to consolidate the lessons from the module and to enable participants to devise an Incident Management System (IMS) appropriate to their needs. Participants will discuss and identify an appropriate incident management structure for their organization/country/region and identify agencies and stakeholders that should be included in their IMS.

At the end of this exercise, participants will have:

- produced a draft IMS for their organization/country/region; and
- identified the roles of various agencies and stakeholders involved with their IMS.

Instructions:

- Divide the class into a maximum of five groups;
- Nominate a representative from each;
- Each group needs to discuss whether the suggested IMO incident management structure is appropriate for their needs;
- Each group to start to populate the various IMS functions, including:
  - Command
  - Planning
  - Operations
  - Logistics
  - Finances
- Present the results in plenary.

Exercise length: 60 min.

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## MODULE 3.4: COMMUNICATION ISSUES

### MODULE OBJECTIVE

The overall objective of this module is to enable participants to understand the various communication requirements during oil spill response activities. This includes differing communications and information requirements, as well as the need for an external communications plan, an internal communications plan and an effective public relations and media response plan.

This module is composed of three lessons and one exercise:

- L.3.15: Managing information
- L.3.16: Internal Communication Requirements
- L.3.17: External Communication Requirements
- Ex.3.6: Communications Exercise

The objectives for each lesson are described below:

#### LESSON 3.15: MANAGING INFORMATION

Objective:

The objective of this lesson is to ensure that managers understand the need for a communications plan to gather and disseminate information during an incident, as well as the differing communications and information requirements during an incident response and how best to address them.

At the end of this lesson, participants will:

- understand the challenges an oil spill presents in terms of managing information;
- understand the need for a communications plan to gather and disseminate information during an incident;
- understand the differing communications and information requirements during incident response; and
- have considered how best to address these requirements.

Rationale:

Communications, both internal and external, are common challenges during oil spill responses but are vital for an effective response. By considering these and understanding the need for effective communications planning, many of the challenges can be addressed prior to an incident.

Lesson length: 30 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**)
- ITOPF. *TIP 10 – Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))

### **LESSON 3.16: INTERNAL COMMUNICATION REQUIREMENTS**

Objective:

The objective of this lesson is to ensure that managers understand the need for an internal communications plan to gather and disseminate information during an incident response.

At the end of this lesson, participants will:

- understand the need for an internal communications plan;
- understand the requirement for a vertical flow of information through the incident response;
- understand the different types of communications; and
- recognize the need for pre-prepared proforma documents.

Rationale:

Communications are vital within incident responses, especially where numerous organizations, some not used to working with each other, are brought together using differing reporting formats, mediums and terminology. With advance planning these challenges can be addressed through the formation of a communications plan and the preparation of proforma documents. In considering these and understanding the need for effective communications planning, many of the challenges can be addressed prior to an incident occurring.

Lesson length: 40 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**)
- ITOPF. *TIP 10 – Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))

## LESSON 3.17: EXTERNAL COMMUNICATION REQUIREMENTS

Objective:

The objective of this lesson is to ensure that managers understand the need for an effective public relations and media response plan.

At the end of this lesson, participants will understand:

- the various types of media and their requirements;
- the need for a Media Relations Plan;
- some of the challenges in managing the media; and
- the key elements in preparing for media interviews and news conferences.

Rationale:

The ease and speed with which information can be circulated means that the wider public may become aware of the incident and incident developments before the response organization. This places immense pressure on the response team. A well organized and managed response instils confidence among the public, media and politicians. To achieve this, an effective external communication strategy must be adopted. The media plays an important role in an incident and understanding their needs is key to managing their activities.

Lesson length: 50 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**)
- ITOPF. *TIP 10 – Leadership, Command & Management of Marine Oil Spills*, 2012 ([www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/](http://www.itopf.com/knowledge-resources/documents-guides/document/tip-10-leadership-command-management-of-oil-spills/))

## EXERCISE 3.6: COMMUNICATIONS EXERCISE

Objective:

The objective of this exercise is to consolidate the lessons from the module by way of group and round-table discussions on communications and give participants practice in drafting different types of information reports for a range of scenarios.

At the end of this exercise, participants will understand the content of a typical:

- initial notification report to senior government officials;
- initial statement to the media;
- follow-up notification report to senior government officials; and
- follow-up statement to the media.

Instructions:

- Divide the class into a maximum of five groups;

- Nominate a representative from each;
- Each group is to discuss the information presented and to draft an appropriate statement; and
- Discuss results in plenary.

Exercise length: 45 min.



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## MODULE 3.5: LIABILITY AND COMPENSATION

### MODULE OBJECTIVE

The objective of this module is to ensure that managers understand the international liability and compensation mechanisms for damages resulting from an oil spill from a ship. This knowledge will be very important when overseeing the claims preparation process and ensuring the efficient processing of claims.

This module is composed of two lessons and one exercise:

- L.3.18: The International Compensation Regime
- L.3.19: Admissible Claims
- Ex.3.7: Claims and Compensation Preparation

The objectives for each lesson are described below.

#### LESSON 3.18: THE INTERNATIONAL COMPENSATION REGIME

Objective:

The objectives of this lesson are to ensure that managers understand the international regime for liability and compensation for damages resulting from an oil spill from a ship. Managers must be aware of the international liability and compensation regime in order to ensure that victims of an oil spill in their country receive the applicable compensation. They may have to oversee the claims preparation process and must have knowledge of the international conventions for compensation, the advantages of ratification and the amounts available.

At the end of this lesson, participants will understand:

- the provisions of the Bunkers Convention, Civil Liability Convention 1992, Fund Convention 1992, the Supplementary Fund and the HNS Convention;
- the types of damages covered by these Conventions; and
- the amounts available for compensation.

Rationale:

During oil and HNS spills, various economic, social and biological activities can be affected by oil. People affected by an oil spill can receive compensation for damages and economical losses. IMO has adopted various instruments to provide compensation to victims of oil and HNS spills. The Bunkers, CLC, Fund and HNS Conventions are the foundations of the international regime for liability and compensation. It is very important for managers to know how these instruments work, the type of damages they cover and the amounts available for compensation.

Lesson length: 80 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**)

- ITOPF. *TIP 15 – Preparation and Submission of Claims from Oil Pollution*, 2012 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP15PreparationandSubmissionofClaimsfromOilPollution.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP15PreparationandSubmissionofClaimsfromOilPollution.pdf))
- IOPC Funds. *Claims Information Pack* (<http://www.iopc.org/publications/>)

### LESSON 3.19: ADMISSIBLE CLAIMS

Objective:

The objective of this lesson is for managers to learn what can be claimed and compensated for following an oil spill. This lesson will also discuss the issue of reasonableness, which is fundamental for the admissibility of claims.

At the end of this lesson, participants will understand:

- the concept of reasonableness; and
- what type of claims can be submitted for compensation.

Rationale:

The international compensation regime provides compensation for oil spill damages. It is important for managers to understand the types of claims that can be submitted for compensation following a spill. Claims for property damages, preventive measures and economic losses can be submitted for compensation as long as they meet the admissibility criteria. The concept of technical reasonableness and proper documentation are key aspects for the admissibility of claims. During this lesson, managers will be provided with detailed information on admissibility criteria and how to prepare claims.

Lesson length: 30 min.

Further reading:

- IMO. *Contingency Planning, Section II, Manual on Oil Pollution*, 2018 Edition, IMO, London, 2018 (**Approved by IMO**)
- ITOPF. *TIP 15 – Preparation and Submission of Claims from Oil Pollution*, 2012 ([www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP15PreparationandSubmissionofClaimsfromOilPollution.pdf](http://www.itopf.com/fileadmin/data/Documents/TIPS%20TAPS/TIP15PreparationandSubmissionofClaimsfromOilPollution.pdf))
- IOPC Funds. *Claims Information Pack* (<http://www.iopc.org/publications/>)

### **EXERCISE 3.7: CLAIMS AND COMPENSATION PREPARATION**

Objective:

The objective of this exercise is for participants to consolidate the lessons from modules 3.18 and 3.19 on the International regime for claims and compensation and admissible claims. Claims and compensation is an important issue during an oil spill response. It is the responsibility of managers to make sure that claims are prepared following the rules and requirements of the international claims and compensation regime. During this exercise, participants will have to identify under which legal instrument compensation can be received, if claims are reasonable and start the claims preparation process.

At the end of this exercise, participants will:

- recognize under which legal instrument compensation can be received;
- be able to verify the reasonableness of claims; and
- understand the claims preparation process.

Instructions:

- Divide the class into a maximum of five groups (the groups should be the same as those formed for exercise 3.3);
- Nominate a representative from each;
- Use the results from exercise 3.3 where groups had to identify response strategies for various spill scenarios;
- Each group will answer the following questions (displayed on the screen):
  - According to the scenario, under which legal instrument can you claim your costs?
  - Are your response strategies reasonable?
- Present the results in plenary.

Exercise length: 60 min.

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## MODULE 3.6: REVIEW AND ACTION PLAN

### MODULE OBJECTIVE

The objective of this module is to review the lessons learned from the course and by comparison to the results of Exercise 3.1 Preparedness Review, consider what improvements may be applied to the current level of preparedness. Once these improvements have been identified, an Action Plan will be created to assist in the implementation of the identified improvements.

This module is composed of three exercises:

- Ex.3.8: Strategy Exercise
- Ex 3.9.1: Review Exercise
- Ex 3.9.2: Creation of an Action Plan

The objectives for each lesson are described below:

### EXERCISE 3.8: STRATEGY EXERCISE

Objective:

The objective of this exercise is to consolidate all the lessons from this training course by asking participants to make choices on the strategic directions they may take during a presented scenario. This exercise does not require participants to organize or manage the response (that will be covered in Level 2 and is for the OSC and their team to plan and manage), but to identify the strategic directions senior government or executives will need to consider.

At the end of this exercise, participants will be able to:

- identify the appropriate strategic directions that must be chosen.

Instructions:

- Divide the class into a maximum of five groups (the groups should be the same as for exercise 3.3);
- Nominate a representative from each group;
- Using the results from exercise 3.3 where groups were asked to identify response strategies for various spill scenarios, each group will be given the following instructions (displayed on the screen):
  - What actions would you, as the government, employ?
  - List these in order of priority
- Present the results in plenary.

Exercise length: 60 min.

### EXERCISE 3.9.1: REVIEW

Objective:

The objective of this exercise is to review the lessons learned from the course and by comparison to the results of exercise 3.1 Preparedness Review, to consider what improvements may be applied to the current level of preparedness. Once these improvements have been identified an Action Plan will be created to assist in the implementation of the identified improvements.

At the end of this exercise, participants will have:

- reviewed their current state of preparedness;
- considered what improvements may be applied; and
- identified a series of recommendations to be applied to their current level of preparedness.

Instructions:

- Divide the class into a maximum of five groups (the groups should be the same as those for exercise 3.3)
- Nominate a representative
- Use the results from exercise 3.1 where groups had to identify the current preparedness status of their country. Each group will be given the following instructions (displayed on the screen):
  - Consider what areas, if any need to be revisited
  - Identify the areas that should be reassessed
  - Make recommendations using the format displayed
- Present the results in plenary.

Exercise length: 30 min.

### **EXERCISE 3.9.2: DEVELOPMENT OF AN ACTION PLAN**

Objective:

The objective of this exercise is to review the lessons learned from the course and by comparison to the results of exercise 3.1 Preparedness Review, consider what improvements may be applied to the current level of preparedness. Exercise 3.9.1 identified the areas requiring reassessment; now participants need to create an action plan to assist in the implementation of the identified improvements.

At the end of this exercise, participants will have:

- created an Action Plan to assist in the review of the identified improvements.

Instructions:

- Divide the class into a maximum of five groups (the groups should be the same as those from exercise 3.9.1);
- Nominate a representative from each;
- Using the results from exercise 3.9.1 where groups identified the areas that needed to be reassessed, each group will be given the following instructions (displayed on the screen):
  - using the recommendations from exercise 3.9.1, develop an Action Plan using the format displayed;
  - identify the lead authority responsible for carrying out the identified recommendation;
  - identify the required outcome; and

- identify the target completion date.
- Present results in plenary.

Exercise length: 30 min.

