***International Spill Control Organization***

**Review and Evolution**

**2017**



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# Introduction

* 1. The following document is intended to assist members of the ***International Spill Control Organization*** (ISCO) Executive Committee and Council by identifying and laying out some of the challenges, decisions and opertunities related to the future focus and direction of ISCO which may be raised at the 17th May 2017 ISCO AGM meeting in Long Beach, California.
	2. While it would be desirable to discuss matters in detail at the meeting, it is accepted that ISCO members attending the IOSC 2017 conference and will have multiple calls on their time and limited time in the meeting itself. This document is intended therefore as a pre-read document to assist and facilitate discussions by ensuring all participants start from a common point. It may also permit ISCO members who cannot attend to consider and express opinions via the secretariat or other members.
	3. The issues identified and options included in the document are not meant to be restrictive and do not represent any pre-agreed or final solutions but merely reflect the recorded thoughts of the author Matthew Sommerville. As a recently co-opted member of ISCO Executive Committee, the exercise in reflecting on the history, successes, mission, aims, objectives and future direction of ISCO was a useful one in preparation for the new role.
	4. In effect, the below represents a strawman which readers should feel free to challenge and offer alternative opinions and options for the way forward.

# Background

* 1. The ***International Spill Control Organization*** (ISCO) was incorporated as a not-for-profit organisation in London in July 1984. In the subsequent 33 years, it has grown and evolved as an organization.
	2. Its mission, aims and objectives were established based on the then current state of the industry, predicted future development and anticipated evolution of risks, response requirements, technologies, legislation and an expected growth of awareness and knowledge of the role of the spill response industry by governments and the wider public. The current mission aims and objectives are detailed below.

***Mission:***

ISCO aims to raise worldwide preparedness and co-operation in response to oil and chemical spills, to promote technical development and professional competency, and to provide a focus for making the knowledge and experience of spill control professionals available to IMO, UNEP, EC and other organisations.

***Aim:***

To raise worldwide preparedness and co-operation in response to oil and chemical spills, to promote technical development and professional competency, and to provide a focus for making the knowledge and experience of spill control professionals available to IMO, UNEP, EC and other organisations.

***Objectives:***

To act as a world forum for professionals involved in spill control and related disciplines

To represent ISCO members, providing a single contact point between members and the IMO, other agencies of the United Nations, other international and regional organisations, national governments and other groups.

To support the activities of the International Maritime Organisation and to promote the dissemination of its work.

To represent ISCO members in the IMO Marine Environment Protection Committee and its technical working group on OPRC and the OPRC HNS Protocol implementation.

To disseminate information on the prevention, mitigation and remediation of oil and hazardous materials spills into the environment.

To provide assistance to members seeking to develop their knowledge base and build expertise in spill control and related disciplines.

To promote the maintenance of high professional and ethical standards.

To assemble and maintain up-to-date information on the resources available within the membership of ISCO, including the special expertise that ISCO can contribute to the IMO and other organisations.

To undertake other activities that can enhance effective international co-operation and efficiency in major spill events calling for co-ordinated international response.

To encourage in various countries and regions the formation of national or regional associations.

To influence the establishment of testing facilities, and to encourage common standards for equipment and materials used in spill control.

To support the work of the international spill accreditation organisation in raising professional standards in the spill response industry.

To sponsor or organise conferences, exhibitions and conferences for the benefit of members.

* 1. All organizations need to revisit and review past achievements and successes and determine if the mission, aims and objectives remained valid, realistic and aligned with the intended future development and direction of the organization.
	2. Such reviews can and do occur as part of the rolling programme of organization management and may result in modifications to the existing objectives and plans based on results already achieved (see Appendix 1 review of 2106 by the ISCO president David Usher).
	3. However larger or more detailed reviews are often triggered or required by critical events within or outside the organization which have a profound impact on direction and delivery. In 2017 we can see such significant events.
	4. Internally our secretary and founding member John McMurtrie is looking to step back after 13 years and pass on the helm. In a small organisation where much of the input relies on sweat equity, such a change necessarily generates a burden and responsibility on those tasked to guide the organization to revisit and review the structure and mission and determine how we can continue to deliver on the organisation's aims and objectives. One decision that must be made is who or how do we replace the inputs and role which John has held to date.
		1. Linked with that change comes the opportunity to review and reset the organisation's aim, priorities and the resulting objectives. Taking account of the changed environment in which we find the organisation and the anticipated future conditions. In 1984 the industry was in a period of growth, and in the intervening year's incidents including major spills at sea, from pipelines and rail networks helped drive awareness and capacity growth.
	5. Externally March 2017 saw the 50th anniversary of a significant spill, the Torrey Canyon. While not the first or last spill, the most environmentally damaging or the best or worst example of response it was an event which helped galvanise political and environmental interest and drive cooperation to prevent and respond to such incidents. This anniversary of cooperation being the subject of the exhibition organised by IMO, IOPC Funds and ITOPF, with the support of other parties including ISCO. This exhibition, while drawing attention to the many positive steps made to prevent incidents and highlight the related successes, also demonstrates new issues for organisations like ISCO and its members.
		1. This anniversary itself drew little media or social network coverage and with the frequency and scale of incidents reduced governmental, and public interest has over the last fifty years grown rapidly, slowed and potentially peaked and is now in danger of being diluted and diminished by focus and attention moving to other issues. While in many locations legislation and law developed in the last 50 years will ensure that response capability is considered, procured and contracted. The profile of the industry will in the future rather than rely on incidents, and events will need to be actively promoted. Drawing the attention of authorities, public and media to our training, exercises, new equipment developments, new deliveries of equipment or capability may become a tool to promote the ongoing need and interest in spill control capabilities. Of course doing this will involve extra work and planning as with profile-raising events may come increased scrutiny and review of our professional competency.
		2. A related and significant further result of the reduction in the number and frequency of incidents and profile of the industry is the increased need to share knowledge if we are to develop the next generation for our industry. For many of us, academic study and training were supplemented by a good share of real incident learning. Not only will the opportunities for this be less in the future but people looking for a career will need to have demonstrated to them the value and potential of being part of the spill control industry as opposed to other careers.

# Performance against Objectives

1. 1. Success can be measured in many ways and ideally based on hard data. In reality, it is often necessary to rely on perceptions and indirect results and indicators. As a result, the below summary does not attempt or pretend to be a full review of the last 33 years of the ISCO successes or shortfalls. It does, however, includes some comments on areas and objectives where we have made a noted or perceived success and looks to ways in which we may wish to build on or refocus our effort to ensure the continued growth and success of ISCO.
		1. The below may also be of help in determining where we need to update, amend of remove objectives which have been reached, are no longer of interest or where they can be merged. We currently have 13 objectives, and hence for a small organisation, this is a broad spread of effort. A draft of updated objectives is included in the conclusions to the document for consideration.
		2. Each of the current objectives is stated below with comments regarding our achievements and potential future evolution.
	2. **To act as a world forum for professionals involved in spill control and related disciplines**
		1. Over the years ISCO news and other activities have at times generated debate and discussion. Some of that debate has been technical such as on the use of dispersants at the deep water horizon incident. We have however yet to become an active and ongoing forum where issues are debated weekly or daily. Given that, at the time of the inception of ISCO a forum would have required the physical meeting of people, and in effect, the forum for our industry is the triennial and regional spill conferences and the seminars and or meetings of the national trade associations.
		2. Going forward two routes appear to be available to tackle this objective.
		3. The first to become more proactive in the organisation of conferences and seminars and to influence organisers to include opportunities not only to discuss scientific developments, training and exercises which dominate many conferences but to include debate on practical issues, equipment development, logistical challenges, and problems raised by the membership. Here we may look to the experiences and examples of UK Spill, NOSCA seminars, SCAA members events and committees and other bodies such as PAJ, Intertanko and WISTA (Women’s International Shipping and Trading Association). The national associations each in their way have sought to tackle the same issues and encourage the exchange of best practice and experience. It may be therefore that we can rather than duplicate or replace their activities we could look to coordinate, supplement and support the existing activities. Similarly, in bodies such as Intertanko and WISTA, we see organisations which try to meet global needs but also to ensure that they have regional and national groups that integrate with and supplement the global activity.
		4. In 2014 ISCO organised an International Forum On Group V (Non-Bouyant) Oils, held in Detroit. It was very successful, attracting a large participation from government agencies, academia and the response community. It has been proposed that in future ISCO should hold similar events, not to compete with IOSC, etc. but focused on very specific topics of topical interest to our community.
		5. The second route is to look again at how we utilise the capabilities of the internet. There are existing internet groups and forums, on environmental, marine and incident response issues but none has a global membership or active discussion. Within ISCO space was created for country groups on the web page but take-up has been very limited, and no debates have resulted to date. Therefore to make such forums successful, we need to both inspire debate and provide a forum with sufficient active members to maintain the discussion. As a result, we may have to look to create a forum that goes beyond the current ISCO membership potentially to national association members or the wider public. The later may well encourage debate but may lower the technical level of the discussions. Clearly, to be successful, any such forum needs to be managed to ensure the discussion does not degrade to exchange (borrowing from Doug Cormack’s insight) of what people imagine or believe but is elevated to a discussion of knowledge which will be of value to the participants.

* 1. **To represent ISCO members, providing a single contact point between members and the IMO, other agencies of the United Nations, other international and regional organisations, national governments and other groups**.
		1. We have over the years not only achieved observer status with IMO and IOPC Funds but have submitted papers and engaged through our delegations in the debates and established relationships with the attendees at the meetings. However, to date, our representations have been moulded by a limited set of the membership and the areas of influence and not fully explained to the membership. For example, does the ISCO membership understand the input we have made on training, dispersant, claims and compensation or other areas in the development of guidance.
		2. Again space has been created on the ISCO web page to hold documents for members to access but few appear to be aware of or actively looking at this material. Potentially they are not aware of the cascade of the guidance developed by IMO down into training, standards and regulations by member states
		3. In the future, it will be necessary to engage members and seek input on the subjects discussed and debated at IMO and IOPCF, not a trivial task. The IMO meeting can generate over 100 documents and even IOPC Funds meetings 30 plus which need review and ISCO position, comment submitted in only a few weeks. To be effective therefore we will need to look to ways of allowing online collaboration and target members who are willing to engage in a review of documents. About attendance, there are two obstacles the first being the limited funds to support attendance at meetings in London. The second the reality that these meetings are, while important to be involved in, are often long, rarely exciting and wide ranging such that much of the meeting may not be direct of interest to ISCO. Finally, while we have to date been able to cover these meetings with experienced delegates the youngest of whom is now 50, we will struggle to bring in new blood as some of the regulars step back in the future.
	2. **To support the activities of the International Maritime Organisation and to promote the dissemination of its work.**
		1. In part, this is addressed by the above, and also we have been active in activities such as the 50 years of working together with an exhibition. However, although we do disseminate information of the IMO Regional and technical cooperation events and have had members deliver at such events, we do not routinely support them. These events present an opportunity for members to meet those involved at government levels in spill preparedness and response. They also provide an opportunity for us to provide practical input and experience which will enhance the value of training they receive.
	3. **To represent ISCO members in the IMO Marine Environment Protection Committee and its technical working group on OPRC and the OPRC HNS Protocol implementation.**
		1. The OPRC HNS technical group has been dissolved in the reshuffle of IMO meetings and priorities and, as a result, its former focus, interests and activities are now covered by a group which meets during the PPR conference. This change reflects the changes in member states focus onto other shipping issues such as emissions and ballast water regulations. As a result however the output on spill-related issues will diminish, and some government delegations have intimated that they may no longer be able to support the work in the same manner. This is a significant issue as it may result in the work being drawn back into the main meeting and, with other priorities and its more formal way of working, the output can only be slowed.
		2. Currently, there are some tasks, and ISCO is part of the drafting and consultation groups for these. A large body of guidance has been generated over the years and made available as IMO documents. There is a risk of this body of work becoming outdated for lack of resources to drive forward and produce revision. This may be an area where ISCO working with national associations could find an opportunity by being active in updating the existing guidance and other documents replacing the reduced government efforts. A benefit of this to our members would be that guidance could be updated to reflect practice rather than theory better and to include the latest and best practice technologies and procedures.
	4. **To disseminate information on the prevention, mitigation and remediation of oil and hazardous materials spill into the environment.**
		1. Our principle tool in this has been the weekly newsletter. John has been proactive in encouraging and including serialised articles which have helped disseminate information. However, we have had little related to the practical issues, experience with new equipment or best practice. In large part, we rely on members to create the articles, but if we are to share knowledge, this is an area we need to focus on. Some suggested changes could be to more actively request input, and request from involved parties follow-up documents on the incidents reported each week or encouraging manufacturers to discuss and promote their product developments within the newsletter but also include editorial comment and encourage others to comment on these pitches in the next addition.
		2. Within the Members’ Area of the ISCO website ISCO, Technical and Reference Pages provide an extremely large resource of information that gives guidance on prevention, mitigation and remediation of oil and HNS spills.





* 1. **To provide assistance to members seeking to develop their knowledge base and build expertise in spill control and related disciplines.**
		1. We already provide members with a code of conduct and the ability to become Fellows, but as yet there is no demand from users of services for personnel with such standing, and we will need to develop this by demonstrating that code of conduct in relevant and that the titles of AMISCO, MISCO and FISCO have real meaning and value.

***ISCO PROFESSIONAL MEMBERSHIP - CODE OF PROFESSIONAL CONDUCT***

The International Spill Control Organization requires its Professional Members –

1. To uphold and promote the aims of the Organization.

2. To observe and ensure practice of effective measures for protection of human life and safety.

3. In all business dealings to adhere to high ethical standards and to refrain from entering into any agreement or undertaking any activity that is unlawful.

4. Where professional advice is not accepted, to take all reasonable steps to ensure that the person overruling or neglecting such advice is aware of the potential danger of so doing, and if of a safety concern issue to ensure that any unsafe operation is halted until its operation has been competently reviewed by others.

5. To conduct oneself in a manner that reflects credit on the Organization.

6. To use all proper means to maintain the highest standards of the profession.

7. To respect any confidence gained in one’s professional capacity.

8. When acting or making statements or recommendations in a professional capacity to do so objectively and fairly.

9. To avoid unwarranted statements that reflect upon the character or integrity of other members of the Profession.

10. To recognise one’s responsibility for the professional guidance of subordinates under one’s control.

11. To recognise one’s responsibility for the protection of the environment and, in making response decisions, to apply the principle of net environmental benefit.

12. To recognise one’s responsibility to maintain or enhance professional competence by continuous updating and improving one’s knowledge and proficiency.

13. To strive for excellence and always act within one’s level of competence.

14. To promote preparedness and to encourage training and exercising as a means of improving professional competency.

15. When working in a country other than one’s own, to respect recognised customs, standards of behaviour and professional conduct in that country.

16. To ensure that one is aware of, and acting in compliance with, all relevant legislation and regulations in the country where one is working.

17. To accept personal responsibility for work undertaken and to take all reasonable steps to ensure that persons working under one’s control are competent to carry out tasks assigned to them.

18. To foster a culture of openness and transparency in communications in order that issues may be addressed in a frank, timely and effective manner.

19. To apply all available remedies and procedures to address matters perceived as improper or as falling below acceptable standards of professional practice.

20. To encourage and assist others to develop their skills and progress their careers, valuing the contributions they make and recognising their achievements.

* + 1. The current code of conduct remains broadly relevant but how many of us can recall the 20 statements or believe that members are familiar or aware of them. Below offers a revised set of codes which simplify and reduce the number but also incorporate modern issues such as respect for sex, race, religion and native people.

**Code of Conduct / Draft 2017**

The ***International Spill Control Organization*** requires its Members –

To conduct themselves in a professional manner which upholds and promotes the image, aims and objectives of the Organization.

To consider, respect and act in a manner that limits the impact of their activity on employees, the wider public, the environment, and property and to consider and take appropriate measures related to safety and welfare of people and wildlife.

To act within the laws of the country in which they are operating and respect the customs, beliefs and behaviours of the country and local people regardless of race, gender or religion.

In all business dealings to adhere to high ethical standards and avoid unwarranted and unsubstantiated statements or actions that reflect upon the character or integrity of other members of the profession or competitors.

To provide professional, and impartial advice, clearly stating any conflict of interests and clearly differentiate between belief, imagination and knowledge to ensure clients can make informed decisions.

To promote prevention and preparedness and to support and encourage training, exercises and development through knowledge transfer of fellow ISCO members, the public and other stakeholders

* + 1. Currently, MISCO requires only 5 years’ experience. Elevation to FISCO 10 years and submission of a document detailing experience and review by members of the professional standards committee.

**Current ISCO membership classes**

**FISCO** The award of Fellowship should be considered for individuals who are senior managers / persons with significant professional and /or academic attainment. Such persons will normally be expected to have at least 10 years of experience in a senior position of responsibility. In considering applications for award of FISCO a key consideration will be positive contributions made by candidates to the advancement of our industry and towards achieving the objectives of the organization. Where candidates for Fellowship are well known to members of the Professional Standards Committee, it may be an option to fast track the application process but this will be an exception not the rule as in all cases the full vetting procedure should be followed.

**MISCO** The award of Professional Membership should be considered for experienced individuals who have met the required qualification criteria, vocational, academic or a mixture of both, and are likely to be at an experienced senior supervisory level or above. Such persons will normally be expected to have at least 5 years’ experience in the industry and will have obtained relevant certification at both intermediate and advanced levels.

**AMISCO** The award of Associate Membership will be considered for experienced individuals who have met the required qualification criteria, vocational, academic or a mixture of both. Candidates are likely to be professionals involved in the spill response community as experienced operators, charge hands, etc., interested in following a career within the spill response community. Such persons will normally be expected to have at least 3 years’ experience in the industry and will have obtained relevant certification at both basic and intermediate levels.

**Student** Student Professional Membership is the class of membership for apprentices, students, and trainees as a first step in their career development process. The Professional Standards Committee only needs to be satisfied, from the information provided in the application form, that the candidate is attending an appropriate course of education or is employed as an apprentice or trainee of a recognised employer in the industry

* + 1. It may be that in future both MISCO and FISCO should both require a more detailed and structured demonstration of competence. For example, could MISCO require the publishing of an article in the newsletter, the completion of recognised training or attendance at a number of incidents. This would both require the member to prove competence and also encourage and generate materials, knowledge sharing and debate. As for FISCO, it would seem logical that they would have in future demonstrated over a period of years a growing and ongoing contribution to the industry including ISCO with some published articles and other work to demonstrate a higher level of knowledge.
		2. A further way to elevate the value could be in establishing or linking these standards with national trade associations. In that, for example, to be entitled to status as a Fellow, a UK based professional would be expected to be known (we would not insist on them being a member but may encourage it) and regarded in the UK spill response community and might require the support of the national trade association. In this way, we build links between the national associations and ISCO.
		3. In other organisations where professional status is managed, it has become common to encourage and promote continued professional development. This is provided by attendance at training, conferences and exhibitions which allow and demonstrate the member's efforts to stay abreast of developments in technology and lessons learnt. ISCO may wish to examine how it could implement and manage such a system.
	1. **To promote the maintenance of high professional and ethical standards.**
		1. In this area, we have fortunately not needed to act regarding failure to maintain standards. In the future to ensure we are well positioned to do so we will need to develop procedures and processes under which individuals or companies that break the ISCO rules or are accused of bringing ISCO or the industry into disrepute are investigated and what resolutions might then be applied. The above discussion regarding updating of the code of conduct may also be relevant.
	2. **To assemble and maintain up-to-date information on the resources available within the membership of ISCO, including the special expertise that ISCO can contribute to the IMO and other organisations.**
		1. In this area, John has been proactive in being available and acting as a clearing house for requests for expertise and resources and in the development of the procedure for the emergency sourcing of experts, equipment and supplies (see Appendix 3). However, we do not have a current or full list of the personnel, equipment or other capabilities from the ISCO membership. Achieving this would not be a simple or one-off task, and therefore we may be better served by developing a template which can be populated by members (drawing automatically or quickly from whatever system they use in house) as and when required.
	3. **To undertake other activities that can enhance effective international co-operation and efficiency in major spill events calling for co-ordinated international response.**
		1. ISCO has endeavoured to support other activities but is financially limited and hence relies on its membership to represent ISCO. In the future, it may be useful to formalise this. Or at least to ensure that members representing ISCO are provided with business cards and publicity materials to enable them to be effective representatives.
	4. **To encourage in various countries and regions the formation of national or regional associations.**
		1. While we have some national associations as members and have promoted the creation of similar organisations in other countries we have not, it appears fully engaged with them. For example, we do not have mechanisms to ensure national associations are represented on our committee or are proactively engaged. In part, this might be explained by the national associations and ISCO being focussed on development and establishing their memberships, activities and areas of interest.
		2. It is perhaps now time to revisit this and determine how the national and regional trade associations and ISCO can work together. We do after all share many of the same member companies, objectives and mission to promote and speak for the spill response industry.
	5. **To influence the establishment of testing facilities, and to encourage common standards for equipment and materials used in spill control.**
		1. ISCO has not been successful in this area, but neither has it focussed on it or had the opportunity to do so. In reality, this space is occupied by a small number of existing facilities including OSRL, SINTEF, CEDRE, KORDE, OHMSETT, TEXAS A&M and Environment Canada. Each of these organisations can test equipment and support their development and evaluation. There are however no common international test standards. Organisations such as ASTM have developed test standards, but these are not global standards. This is an area where equipment manufacturers and buyers of equipment may wish to request more effort from ISCO.
	6. **To support the work of the international spill accreditation organisation in raising professional standards in the spill response industry.**
		1. Support of ISAA was and is in line with the mission, and many of the objectives of ISCO represent areas where we have provided support. However, for other reasons not explored here, ISAA has been limited in its geographic take-up. Elsewhere national associations have been active in developing alternative, national schemes to meet members needs and local regulations which have resulted in other bodies being created.
		2. To meet ISCO global ambitions, we now need to identify how we can harmonise competing schemes, adopt common assessment criteria and reach a global standard. This will not be a simple task.
	7. **To sponsor or organise conferences, exhibitions and conferences for the benefit of members.**
		1. This is an area where we can learn from organisations such as UK Spill, NOSCA, PAJ and the international triennial conferences IOSC, SPILLCON and INTERSPILL. Not only are these events well supported and attended they generate sufficient income to be cost neutral in most cases to the organisers. This is also an area where we can assist our members and our objectives by bringing together the whole range of stakeholders and provide a forum for them to raise and discuss scientific, legal, practical and operational issues or to demonstrate their products and services.
		2. This is an area where there are existing events, but scientific studies have in the past dominated these, and incident reports as see from the top down. The reduction in interest and focus of governments on spill response will see a reduction in research and likewise with fewer spills less view from the top down. But this is a gap we can usefully fill with examples of equipment design and development, real field experience from the bottom up and realistic training.
		3. In 2014 ISCO organised an INTERNATIONAL FORUM ON GROUP V (NON-BUOYANT) OILS, held in Detroit. It was very successful, attracting a large participation from government agencies, academia and the response community. It has been proposed that in future ISCO should hold similar events, not to compete with IOSC, etc. but focused on very specific topics of topical interest to our community
		4. The above comments related to our current objectives have been identified by the author as an issue. In that, we currently have 13 objectives, but none are SMART objectives. Best practice in setting objectives in business now is to ensure they are Specific, Measurable, Agreed, Realistic and Time-related. Our current objectives are Specific and Agreed, but only a few are Measurable, Realistic within our current resources and budgets or time-related. This may indicate a need to revise our objectives.

# Membership

* 1. One hard measure of ISCO performance must be in its membership and geographic area of influence. It is not however stated as an objective of the organisation to grow or to reach any specific target although it can be implied that this was an objective. The membership of ISCO has grown over the years and continues to attract new individual and company members. ISCO memberships currently are offered in 8 classes. In reality, however, we can consider there to be only three with the remainder as subsets of these. Those three being individuals, corporate and industry partner.
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| --- | --- | --- |
| Membership Class  | Subscriptions  |  |
| Honorary Fellow |  £ 0 | Individual  |
| Fellow  |  £ 165 |
| Member |  £ 140 |
| Associate Member |  £ 85 |
| Student Member |  £ 35 |
| Individual Member  |  £ 75 |
|  | 1-9 staff £ 18510-49 staff £ 365 50-99 staff £1455>500 staff £1815 | Corporate  |
| Industry Partner  |  £ 185 | Industry Partners |

* 1. It is important to consider this as to be successful ISCO has had and will have to appeal to these different types of member's.
		1. The individual may want to document his status in the industry as an Associate or his active involvement as a full Member while some will which to prove themselves worthy of the title Fellow.
		2. While for the corporate member ISCO needs to provide access and a channel for them to bodies and organisations in which they as individual companies cannot access directly or via a national trade association or similar bodies. They may also wish to see the setting of standards and common rules which support fair competition and a solid reputation be that for consultancy, training, equipment performance testing or other areas.
		3. Finally, our industry partners are looking for ISCO to provide them with a direct route to access and collaborate on areas of mutual interest. That input being heavily focussed on the practical issues and solutions which can help guide and shape regulations and legislation.
	2. Clearly, there may be an opportunity to simplify the membership classes and in doing so allow us to define better and clarify what we can deliver to each. For example, the below table shows only three classes of membership and differentiates in the number of users who can access the ISCO web page members’ areas, numbers receiving the weekly news and in the ability to serve and vote on committees.
	3. Clearly revising the membership classes may simplify administration, but another value is allowing us to define and clarify membership advantages add value and on this to grow membership.









* 1. In the case of new start businesses it may be that corporate membership is initially prohibitive and in these cases, it may be that members join initially as an individual. As the business grown or the value of ISCO membership to them grown, they may wish to transfer to the corporate member status and with that be able to add the ISCO logo top marketing materials, web pages, etc. This process would be equally valid in assisting companies in developing countries although it may take longer for companies to move across to the corporate membership.

The below is provided as an example only.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| New Classes | Old Class | Subs | Who  | Deliverables  |
| Individual  | Member  | Honorary Fellow |  | ISCO discretionSpill Control Professionals ConsultantsNew Spill Control Professionals Universities, Students  | Members area single user Weekly news 1email address May at members level join committees and serve on executive committee, Display MISCO or FISCO as appropriate  |
| Fellow  | £ 300 |
| Member  | £ 150 |
| Associate  | Associate  | £ 50 |
| Student  |  |
| Individual  |  |
| Corporate  | Corporate Member  | £ 1000 | Spill Response Companies / Co-OperativesResponse Equipment ManufacturersTraining ProvidersTen users accessCan be passed to customers  | Members area three users Weekly News ten email addresses internal staff or clients.May join committees and serve on executive committee, Display ISCO logo Free inclusion short information on new products, training or other events in the weekly news.Logo and link on the web page.Advertising at discounted rates  |
| Industry Partners | Industry Partner  | £ 400 | Port, Terminal, Pipeline, Road and Rail Transport or Facility Operators Governments Agencies, Ship-owners, operators and managersResearch and Environmental OrganisationsOil, Petroleum and Chemical Industry AssociationsP+I Clubs and Insurance General Trade Associations | Members area two users Weekly News four email addresses May join committees but not on the executive but may be asked to join such as a non-voting advisorDisplay ISCO logo Free inclusion short information on new products, training or other events in the weekly news.Logo and link on the web page.Advertising at discounted rates  |
|  | £600  | Regional and National Spill Response Associations focussed on support to companies and individuals engaged in the delivery of oil spill response services, consultancy, training or equipment manufacture or sales. | Members area two users Weekly News six email addresses May join committees and executive Display ISCO logo Free inclusion short information on new products, training or other events in the weekly news.Logo and link on the web page.ISCO will proactively promote and encourage its membership to also join national trade associations  |

* 1. ISCO from its inception set out to represent the industry internationally and to have an international membership. This it has achieved with members in over 40 countries and a newsletter read in over 60. This is an important feature of ISCO as it directly affects the ability of the organization to obtain and hold observer standing at IMO and with IOPC Funds and to represent the industry in an area where national and regional trade associations cannot operate.
	2. However, ISCO is not perceived currently as growing and expanding the organisation. There are some reasons for this perception. The growth rate is currently low, and while in its early stages growth was with key industry players and stalwarts of the response community recent additions are more likely to be new-start companies or individuals entering the industry. This is not a unique issue to ISCO, and while we could target membership growth directly, it can be addressed by attention elsewhere which address profile and desirability of being an ISCO member and hence drive membership growth indirectly.
	3. One fundamental question to be answered here is “does ISCO wish to be a mass membership organisation or does it wish to be a mass representative organization?”
		1. A mass membership organisation needs to be actively encouraging individuals, companies to directly join. Such an organisation would need a structure and mechanisms to gather from and disseminate to this large membership information on which to base its input and representation at meetings and other events. Examples of this would be Greenpeace or Friends of the Earth whose target audience are individuals each of whom makes a small contribution to fund the organisation's activities. This is a successful model for organisations with mass appeal but needs to incorporate significant administrative structure if communications are to be in a multitude of languages and time zones.
		2. On the other hand, a mass representative organisation often has a more limited direct membership, but those members themselves represent a wider group. Examples of this would be International Chamber of Shipping which represents the national chambers of shipping which in turn represent individual ship-owner members. The views of ICS are therefore not those of the ship owners but those of the national chambers of shipping. As a result, consultation only needs to be with a small number of national body representatives who in turn communicate with their national audience in the local language and in the local time zone. Also, the administration is moved to the national bodies and can be tailored to the number of national members. An example here could be SCAA and UK Spill, both national trade associations, but with very different administrative teams.
		3. Currently, ISCO is a mix of both types of an organization representing individuals, companies but also of trade associations. This may create a difficulty in delivering on our mission and objectives as we are not geared to serve either model.
	4. One final comment on membership in the table above increased membership rates is inserted by way of example. Subsequently, on reflection, I considered the international nature of our organization. Rates are currently paid in UK pounds, but over the next few years, this currency may be subject to significant fluctuations. Should membership fees be stated instead in US dollars?
		1. Given that ISCO is a UK registered company with a UK bank account if this idea was considered to have merit would be necessary to look in depth at how this could be achieved either by establish a dollar account or alternatively revisiting ideas such as international charity status (like WWF, etc.) which may also assist members in offsetting membership cost against tax. Whatever the solution it would take time but may be desirable in that internationally the dollar is the most common currency used and recognised
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# A New Secretary and Editor

* 1. The ISCO weekly news is a crucial output and the loss of John McMurtrie who retires from his role as ISCO Secretary effective May 2017 will have a profound impact. We will not be losing John overboard, and he will still be able to advise on our course from the sun deck, but he is looking to hand over manning the watch and to maintaining a hand on the helm to the next generation. His successor, be that an individual or a different structure of individuals who share the load will be filling a significant role as not only has John been involved in ISCO for 33 years his pedigree in the response industry going back further to Alba International and Briggs Marine. Further, he has been the both the chief reporter, researcher, promoter and editor of the ISCO newsletter, our primary organisational tool for communications with members and promotion of our insights to governments, partners, NGO's and other stakeholders. The image of ISCO seen by those who read the news is shaped by John's interests, style and dedication to the task of issuing a weekly newsletter.



1. 1. Three options present themselves in any organisation about to lose a founding and integral part of its structure
		* + To determine that the organisation cannot function without that resource and therefore must fold.
			+ To determine to replace the resources as closely as possible and continue with the existing model.
			+ To determine to replace the individual but accept that this must result in changes to the organization to accommodate different skills and refocused and renewed objectives.
	2. I will discuss only the latter two as I believe no members would wish to see ISCO fold given the greats strides it has made to date.
	3. It may be possible to identify an individual with a sufficient history in our industry and a good network of contacts such that they could continue to deliver the weekly news and undertake the other functions of the secretariat. John has however to our great benefit being retired given freely of his time without the need of an income from ISCO. Replicating this will be a fundamental issue for ISCO.
		1. Income levels from membership are not currently sufficient to retain staff full or even part time and are stretched to cover the travel costs. As a result not only have we relied on John but also on other members to provide both sweat equity but also self-funded participation.
		2. One might consider here if a person could do this work part time, but this may bring with it complications as even as a consultant their work may overlap with that of members, and they would require to separate themselves from representing ISCO or themselves. This is not insurmountable but would need to be considered and agreed by the management committee and wider membership to ensure that no conflict of interest exists.
	4. Evolution: The alternative solution may require us to change, evolve and grow the organisation rapidly to the point where it can support a paid staff. This is not a new concept, and we see similar organisations in IMarEST, IMechE, INTERTANKO, INTERCARGO, OCIMF, and IPIECA where members fund via contributions. It would however potentially see a significant increase in fee levels, and this could adversely affect membership numbers and consequent further need to increase fee levels. If this were to be achieved it would only be possible if the value proposition to members were sufficiently strong.
		1. The work done to date has put ISCO in a strong position with a wide membership but equally important in a position where it has begun to represent and promote the interests of its members in forums in which as individuals they could not gain a seat, such as IMO and IOPCF.
		2. The reality is that while individual members might be persuaded to pay a larger contribution, it would likely fall on the response companies and manufacturers to take the main burden of funding ISCO to the next stage. On the other side, it is likely that these are the organisations who could benefit most from ISCO expanding to the next level.
		3. By way of example.  We currently state 107 member companies are paying subscriptions starting at £185 each some (£19,000\*), add to this 15 individual members starting at £140 but income is still less than £25,000 per year. (\*This figure assumes 100% success in collection of subscriptions) However, should subscription be raised to levels more like those we see in national trade association SCAA ($750 to $1750), UK Spill (£440 to £3600) then income would improve considerably? For example, at say £1000 the income to ISCO would be likely sufficient to take more activities, update the website, etc. or fund costs for representatives at events and meetings. Both to retain staff and fund reasonable travel and accommodation to support ISCO participation and increased pro-active activities.  This is a big jump but as a percentage of member’s companies’ annual expenditure probably a small percentage in most cases.
		4. The administrative burden of managing our membership subscriptions falls on Mary Ann Dalgleish. As a volunteer, she does great work on our behalf chasing annual membership subscriptions. She does this in spite of many difficulties resulting from there being no fixed annual renewal date, changes in company staff, changed email addresses, lost in the in the tray, not in the budget, not till next year's budget, etc. In spite of this she does bring in most of the subscriptions, but the resulting delays, non-renewals and loss of members can and has had a negative impact on our cash flow and cash balance. John has estimated that this could exceed £5000 in a single year. The effort to chase a single member for a few hundred pounds can easily exceed the hourly rate cost of Mary’s time should we have to pay it. We, therefore, need to consider adoption of an annual renewal date and identify measures to streamline and automate the administrative processes.

# Governance and Direction

* 1. ISCO currently operates with an appropriate three-tier structure to provide governance and guidance.
		1. The first tier is the **Secretariat** which undertakes the day to day governance and guidance, project management, editorial tasks, membership management, accounting reporting and communications.
		2. The second tier is the **Executive Committee** consisting of the Chairman and elected individuals who provided both a global vision and knowledge of all aspects of the industry but crucially also provide specialist skills such as legal and financial advice to guide the organisation.
		3. The third tier is the **ISCO Council** which consists of members representing countries in which ISCO has members and is intended to provide input and advice on local issues in which ISCO can support or carry forward on an international level.
	2. This structure has worked to date, but as with other areas, the changing challenges and objectives may result in a need to refine and adapt the structures, the frequency and methods of communication and process of identifying and electing and rotating roles. In addition, we also need to ensure the structures adapt to reflect and support the ability and willingness of members to participate and share knowledge and skills.
	3. The first point to perhaps consider here is the impact of communications technology and in particular, the use of email, online collaboration, telephone and video conferencing which have changed dramatically the way that organisations can and do communicate. ISCO has off course adopted some of these developments as they arose but has not undertaken a formal review of how it might incorporate these technologies into its governance and direction or use then to drive forward its objectives.
	4. As an international organization, ISCO has and wishes further grow the membership in all countries where we find individuals or organisations engaged in dealing with spill control issues. Be they related to inland domestic, industrial, pipeline, rail incidents, shoreline, port and marine incidents or geographically limited to a single location, region, state or in wider global interests. It cannot, however, expect or anticipate that all of its members will have an interest in international response and travel such that they could be expected to travel to attend meetings or events physically regularly. Equally encouraging ISCO members to step up to the ISCO Council or Executive Committee is essential to help shape the development of ISCO policy and directional.
	5. Therefore in the following, it should be considered that ISCO Council and the Executive Committee would in future conduct part of their business by email, telephone and video conferences. It will be important therefore to establish the rules regarding establishment of a forum for the meeting and the frequency and number of the physical meeting which will occur particularly for the executive committee. The latter may mean for example confirming what has become common in that the ISCO executive will meet in parallel with the triennial conference service (IOSC, INTERSPILL and SPILLCON).
	6. With regard to the Secretariat and our first tier of governance no changes are proposed but, in effect, the issues discussed within this document may result in a cumulative change in that the secretariat will be operating under fresh rules of engagement, objective and guidance or will have a clear direction to develop such proposals.
	7. With regard to the ISCO Council while it has functioned in some ways to cement and incorporate new members and countries as the number of countries grows this will become increasingly difficult to manage, and it is unlikely that regular interaction even by telephone or video conference will be able to include all countries given the time zones and need to coordinate many diaries. A further factor is that some members are limited in the time which they can give to ISCO.
		1. One change could be to identify from within the ISCO council members some who could also represent ISCO in a particular region. Their role being to work with other ISCO council members in the region and bring forward their input and similarly disseminate out from the ISCO council meetings. This brings a number of advantages in allowing those within a region to coordinate and initiate meetings in the regions own time zone and even to have physical meetings where appropriate. In addition, matters discussed with the international audience may be of more or less interest to a specific region. For example changes to OPA 90 may be of interest to the USA, Canada and the Caribbean members while the changes to EU legislation will be of interest to another region.
		2. With regard to the selection of ISCO council members in countries where a trade association exists, and it is a member of ISCO, it would be logical to have that association put forward the representative to ISCO. That representative being chosen by them from within the trade association's secretariat, or from its membership as suits the trade association. In cases where there are also ISCO members in a country who have chosen not to belong to the national trade association, the council representative would preferably be one agreed by all. However, if this cannot be agreed (we have to accept that on occasion there will be commercial or personal reasons why parties cannot coordinate) and personnel were willing to serve then two members could be considered for that country. With the intention that over a period it would be hoped links and relationships could be developed to allow in future a rotation of the post or an agreed representative to be agreed.
		3. With regard to the term of an ISCO council members service. There appears to be no reason why it should be limited, and in some cases, only one member may be present in a given country. However where there are more and others are willing to serve it is desirable to provide for rotation of members. We could, therefore, adopt a rule that requires members to stand for election annually however this will create potentially unneeded administration, and therefore it may be better to simply require that where an alternative member states his interest in serving a vote of the members in that country will be held in the following March with the changes of Council being announced in April. In the event of a tied vote, the Executive committee will determine the result which may include determining to allow two ISCO council members to serve for a period for that country.
		4. Finally, in the context of the ISCO Council and the preceding potential changes, it is important to stress that one objective is to ensure that we move to a more active and engaged membership composition. In the past levels of engagement have varied but where it has been highest is where we have made the most progress on overall ISCO objectives but also in seeing real improvements and development in national levels of prevention, preparedness and response capacity growth.
	8. The Executive Committee of ISCO is in effect drawn from those willing to serve, and while ideally, it would be a subset of the ISCO Council or ex-council members, in reality, this has not always been the case, and the executive committee has not been seen to be a servant of the Council but as a servant directly of the Members. This system has been effective but may have resulted in less input and direction being sought or provided by the ISCO Council. In the future developing a mechanism to bring guidance, input and direction from the ISCO Council to the Executive Committee, even if that is formalised as being by the Secretariat, may need to be established in order to show clean and clear lines of communication. This would potentially also help in establishing more clearly the role and value of the ISCO Council and benefits of serving on it.
	9. In order to address communications down to the Membership, it could take the simple form of inclusion of a section in the weekly newsletter and thus force us via the newsletter to consider what we are doing this week for the Members and communicate it to them. This would also be the opportunity to encourage then to provide input.

# Future Newsletter Revenue

* 1. The newsletter is currently distributed for free, or at best one can say paid for by the Membership but distributed to others free. While the newsletter as discussed elsewhere is a great asset, it cannot be right that we do not differentiate between members and others in this product.
	2. We could model where the newsletter is sent out as separate paid for the item and require members and non-members wishing to read it to pay a fee. What that fee would be may be limited if we are to preserve our current circulation, but if that distribution is important, then we need to know what it is and who is reading the newsletter, why they are not members and if they are influential in spill control.
	3. Let us consider the current distributed which is to in excess of 2000 email recipients. If we were to charge for the 52 copies they receive each year £1.00, then that would generate more than £100,000. A significant sum compared to ISCO current membership income and one that could fund a staff editor. Even if we were to lose half the readership the income would be sufficient to support under the current arrangements a number of other activities which would potentially generate content for the newsletter and value for the membership.
	4. Alternatively, we could look to separate members and non-members. Distributing to one group for free and to the others for a paid subscription.



# Next Steps

* 1. ISCO is at a turning point in its evolution, and this represents a point at which we need to determine the future direction. ISCO can continue to provide useful service to its members under the current fee structures, but will struggle to develop further and will be solely reliant on its members sweat equity to deliver.
	2. Our prime visible output to our members is the weekly news, and this will inevitably change with the loss of our current secretary and editor. Even if we can maintain the weekly news, it will need to adapt to meet new demands. News of incidents needs to be with members so that they can react to them and news needs to be more focused on the members’ interests and location. We need to differentiate between the benefits of membership and simply reading the newsletter for free (120 members versus 750 news readers)
	3. Externally ISCO is visible again through the ISCO news but also by its attendance and participation at forums, conferences and meetings. The members who participate in these speak on behalf of the whole membership, and we must ensure they are people whom the memberships are aware of and have trust in their knowledge and ability to represent them all equally and fairly. There must also be the opportunity for members to give input and direction to the Council, Executive, Secretariat and others who represent them from time to time.
	4. ISCO has achieved much over the last 33 years but not yet all that its original founders wished for it to become. We have in 2017 an opportunity to set the direction for the organization for the next decade.
	5. To finish, I attach below a draft of a potential 2017 mission, aim and smart objectives for ISCO for your consideration and our discussion and development. These draft proposals as with the rest of this document are not intended to be the end of a discussion or display a single or only way forward but are intended to encourage debate based on which we can set the program priorities, programmes and direction for the next decade.

***First Draft 2017***

***Mission:***

To promote, raise and maintain a global level of preparedness, cooperation, technical development and knowledge in oil and chemical spill control.

***Aim:***

To act as a voice for the global professional oil and chemical spill, training, response, and manufacturing industry and to coordinate and share members knowledge, experience and professional standards within ISCO and outside to UN, Intergovernmental, Regional, National, NGO’s, Media and interest public stakeholders.

***Objectives:***

To double its membership within five years to 300 individuals and companies based in 50 countries

To support members development and growth along with the global recognition of the titles of MISCO and FISCO (through promoting of training, knowledge transfer, publishing of articles, CPD and the building of acknowledgement of the professional expertise of ISCO members by service users and regulators)

To represent ISCO members and promote their views, input, expertise and participation at and in forums, conferences, exhibitions and workshops linked with spill control and related disciplines (including those at those of the UN (IMO, IOPCF), regional bodies and oil industry working groups).

To work with and encourage the formation of national or regional associations and attract four as members of ISCO within three years.

To promote the establishment within five years of shared global standards covering training, accreditation (such as provided by ISAA) and for the description and testing of spill response equipment.

To publish a weekly newsletter which is seen as a must read by the ISCO membership and the wider spill community.

# Appendix 1

**ISCO NEWSLETTER**

***The Newsletter of the International Spill Response Community***

Issue 566 2 January 2017

From ISCO President, David Usher

2016 has been an eventful one for ISCO and as we welcome 2017 it is a good time to look back over the past year.

A major project in 2016, has been the development of the International Spill Response Contract. As described in issue 565 of the ISCO Newsletter (19th December 2016), this ISCO initiative resulted in the setting-up of a joint ISCO-BIMCO working group to develop an internationally recognised contract for spill response. The new contract will speed up the response to major oil spill events by making it possible to avoid the delays that can result from complex contract negotiations. Comparable to the availability of Lloyds Open Form for rapid response to emergency salvage needs the new international contract will be a major advance in spill response preparedness. Work on this project continues with completion expected by summer 2017.

Membership of ISCO has continued to grow. During the year ISCO welcomed new members from Azerbaijan, Croatia, Singapore, USA, Italy, South Africa, Nigeria, Indonesia, UK, Canada, and China.

During 2016 ISCO also welcomed new Members of the ISCO Council. Osman Tarzumanov of BP has taken over from Namig Gandilov as Member of ISCO Council representing Azerbaijan. Following the retirement of Anton Moldan. Fatima B. Shaik of the South African Petroleum Industry Association is the new Member of ISCO Council for South Africa. Most recent has been the appointment of Carlos Sagrera, MSc, MISCO as a new Member of ISCO Council representing Panama.

During the year ISCO delegations continued to contribute to the work of the IMO’s Marine Environment Protection Committee (MEPC) and to its Pollution Prevention and Response (PPR) Sub-Committee, on document revision and updating.

ISCO Delegations have also contributed to the deliberations at three International Oil Pollution Funds meetings during the year.

Readership of ISCO’s Weekly Newsletter has continued to grow steadily during the year. Its educational role has been enhanced by excellent articles from well-known authorities on spill response including Mark Francis, Alun Lewis, Ed Owens, Merv Fingas, John Brinkman, Wierd Koops Steve Candito, Mark Hoddinott and others, including NOAA and the Norwegian Coastal Administration.

Work has also continued in building the very substantial Technical & Reference resource provided on the ISCO website members’ area.

During 2016 ISCO took part in seven major International Events. The organisation gave out information and brochures at SPILLCON (Perth, Australia), ADRIASPILLCON (Opatija, Croatia), CLEAN PACIFIC (Oregon, USA), OIL SPILL INDIA (Mumbai, India), CONTAMINATION EXPO (London, UK), CLEAN GULF (Florida, USA) and OSRW 2016 (Beijing, China).

The ISCO Committee is particularly grateful to the contribution made by Members of the Executive Committee, ISCO Council and other members who helped the organisation in organising and manning exhibition booths at these events.

Members of ISCO Council and the ISCO Committee have also given presentations on ISCO’s mission and its work at various events - ISCO Member of Council, Capt. D. C. Sekhar at Oil Spill India, and at meetings of the Chemical and Industrial Management Organisation and the South Asian Association for Regional Co-operation. Also by Committee Members, Kerem Kemerli at Adriaspillcon in Croatia and Li Guobin at the Oil Spill Response Workshop in Beijing, China.

In May 2016 ISCO members assisted in an unusual task - A request for help was received via IMO from the Joint UNEP/OCHA Environment Unit seeking assistance to identify a suspicious object which was found on the shore of Somalia. To help solve the mystery ISCO was enabled to forward twenty-seven responses to the UNEP/OCHA team.

It has been a busy year and I’m proud of the contribution being made by our organization to world preparedness for response to major oil and chemical pollution events. Collectively, the membership of ISCO represents a vast resource of know-how, equipment and materials. Through ISCO, governments and others with spill response obligations can quickly find urgently needed help from members in forty-six countries. When our community embraces co-operation it’s amazing what we can do.

# Appendix 2

***EMERGENCY SOURCING***

***OF***

***EXPERTS, EQUIPMENT AND SUPPLIES***

Established in 1984, the International Spill Control Organization is a not-for-profit NGO with Consultative Status at IMO and Observer Status at IOPC Funds. With members in over 45 countries, ISCO is dedicated to raising worldwide preparedness and co-operation in response to oil and chemical spills, promoting technical development and professional competency, and to making the knowledge of spill control professionals available to IMO, UNEP and other organisations when needed.

ISCO members include the world’s leading spill response contractors, consultants, training providers and manufacturers of spill response equipment and materials. Members also include organisations involved in response planning and management support, spill response R&D, oiled wildlife rescue, oil spill detection and tracking, and many other spill-response-related activities.

Since 1989 (Exxon Valdez), 1991 (Gulf War Oil Spill), 2006 (Lebanon Oil Spill) and 2010 (Gulf of Mexico Oil Spill) ISCO has had a role in the emergency sourcing of urgently needed resources for oil spill combat.

More recently work has been done in making the procedures for sourcing support more efficient and effective.

**HOW IT WORKS**

1. In emergencies governments and other parties identify urgently required response assets - people with specialised know-how, equipment, and/or materials – and advise needs by email to the ISCO Secretariat. info@spillcontrol.org

2. Using pre-established electronic networking systems, these requirements are immediately relayed to ISCO members around the world.

3. Members who are willing and able to fulfil requirements should send their responses by email to the ISCO Secretariat. Members' responses will be quickly forwarded by email to the designated person nominated by the requesting party.

4. Requesting party then decides on which offers of help it wishes to pursue and will establish contact directly with members who have offered help.

5. Note that ISCO is not commercially involved and will not be acting as an intermediary between the purchasing authority and suppliers of goods / services. ISCO accepts no responsibilities for persons, equipment, materials or services provided by suppliers.

**RECOMMENDED PROCEDURE FOR REQUESTING PARTY**

1. When notifying needs to the ISCO Secretariat, please –

a. Include name and email address of person designated to receive offers

b. Give advice on who will pay for goods/services and method of payment

c. Confirm that purchasing authority will arrange for rapid customs clearance

d. Confirm that purchasing authority will at own risk arrange onward transportation to required location

e. In case of equipment provided on a hire basis, confirm that contracting authority will accept responsibility for return transportation cost, making good damages / compensate owner in event of loss or damage beyond economic repair.

In case of need for personnel with specialist knowledge being confirmed, please –

f. Confirm that purchasing authority will arrange for someone to meet them at destination airport

g. Confirm that purchasing authority will arrange for trouble-free immigration (issue of visas on arrival)

h. Confirm that purchasing authority will provide accommodation and local transportation during stay in the country.

**RECOMMENDED PROCEDURE FOR SUPPLIERS**

1. If you wish to offer the requesting party some or all of the items on the list of needs the designated procurement officer should be given the following information

i. An itemised list of the required people/equipment/materials/services that you are able to mobilise or dispatch immediately.

j. Current location/s of people/equipment/materials that you can provide

k. In case of personnel, CVs with details of relevant experience

l. In case of equipment, whether it must be accompanied by trained operator/s

m. Earliest possible ETA of personnel/equipment/materials at destination airport.

n. Costs – itemised costs for personnel (day rates), equipment (purchase option and/or contract hire rates) and materials on a non-returnable basis. All items to be priced ex-depot/factory.

o. Mob and demob costs – to/from airport in supplier’s country, air fares, air freight and insurance costs.

p. To facilitate evaluation of offers, all costs should be given in US$.

q. Any other conditions of contract that will be apply.