

As Delivered At The:



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Best Management Practices For Large Scale Rescue Operations at Sea

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1. Introduction

The recent increase in migrant movement around the world and most specifically the Mediterranean Sea has raised a significant safety issue for the maritime sector. As refugees from regional conflicts and migrants from further afield try to gain access to what they perceive will be a better life in Europe and elsewhere, the potential impact upon shipping has become a very real and credible threat to the safety and security of legitimate seafarers, their employers and stakeholders. Private and commercial vessels are becoming increasingly embroiled in rescue efforts due to the rapid increase in migrant traffic and the diminishing resources of governments, international organisations and naval/military forces.

Crews are being asked to administrate an enormous issue with potentially catastrophic consequences; however most ship-owners, managers, crew and officers are not appropriately or correctly trained to manage such an incident.

When considering the level of training afforded to the average crewmember on board a commercial vessel it is easy to identify the gaps in various areas of skills required to reach a suitable outcome and ensure the safety of all involved in such an event.

It is also important to consider that once a vessel takes persons aboard, they are not only responsible for the crew but also for the rescued persons. The inability to correctly manage the welfare and administration of the rescued persons may be the difference between a successful or unsuccessful rescue; an unsuccessful rescue carrying heavy moral, financial and (potentially) legal ramifications.

Consider the bad press and reputational damage that may emerge from complaints of mistreatment or lack of care whilst aboard. Despite a crews best intentions it is possible that without the correct training, organisation, security, care and management, issues may arise. Training solutions should be sought to help our organisations deal with large scale incidents.

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3. The Migrant Situation

3.1. Mediterranean Statistics

Chart 1: Worldwide Migrant Deaths 2014¹

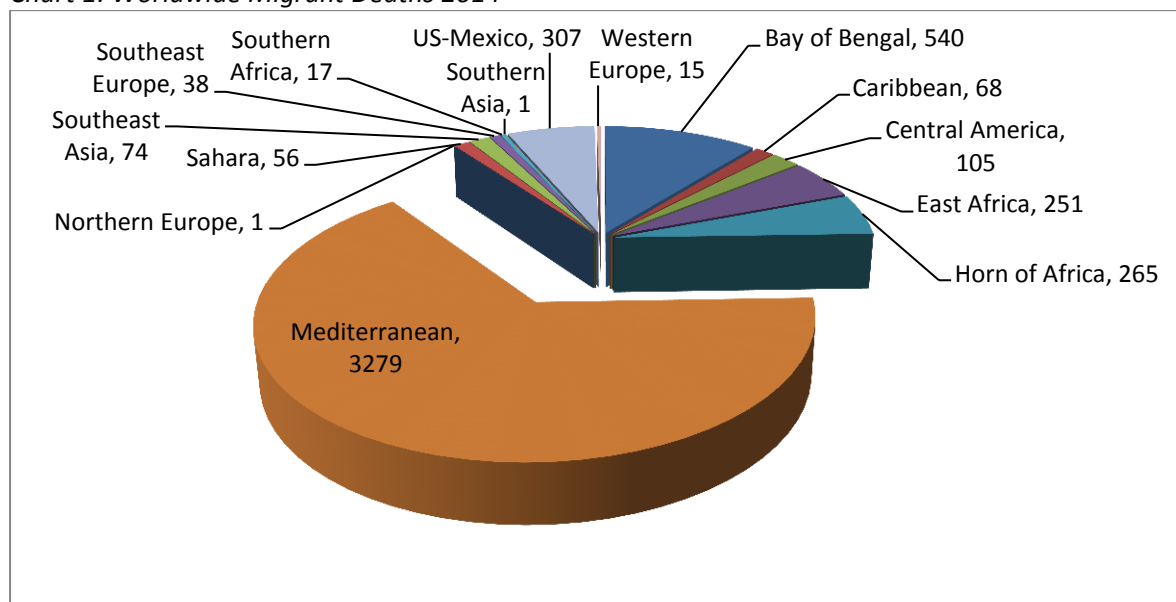
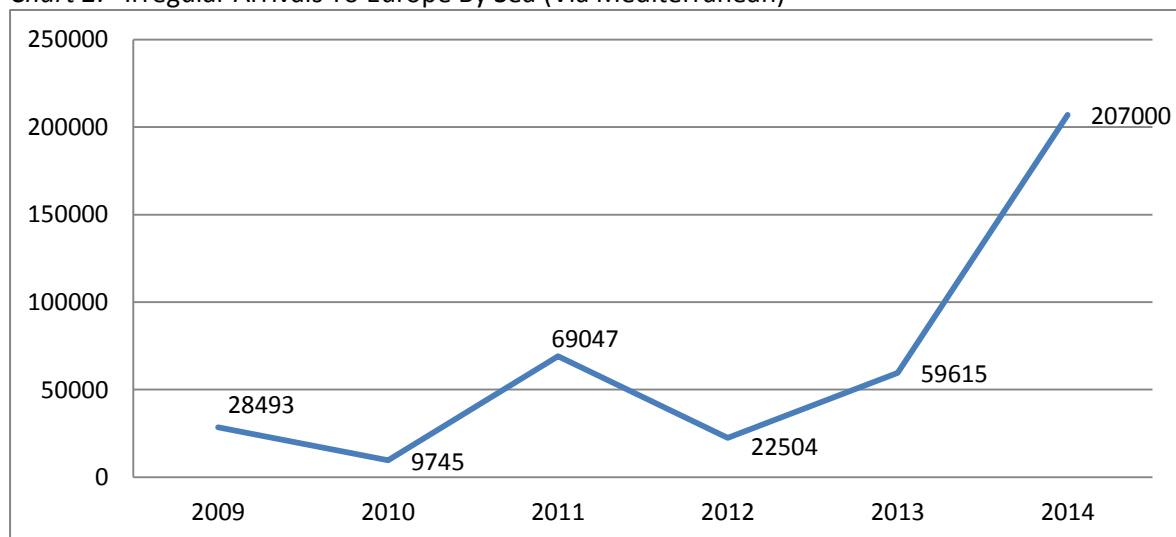


Chart 2: "Irregular Arrivals To Europe By Sea (Via Mediterranean)"²

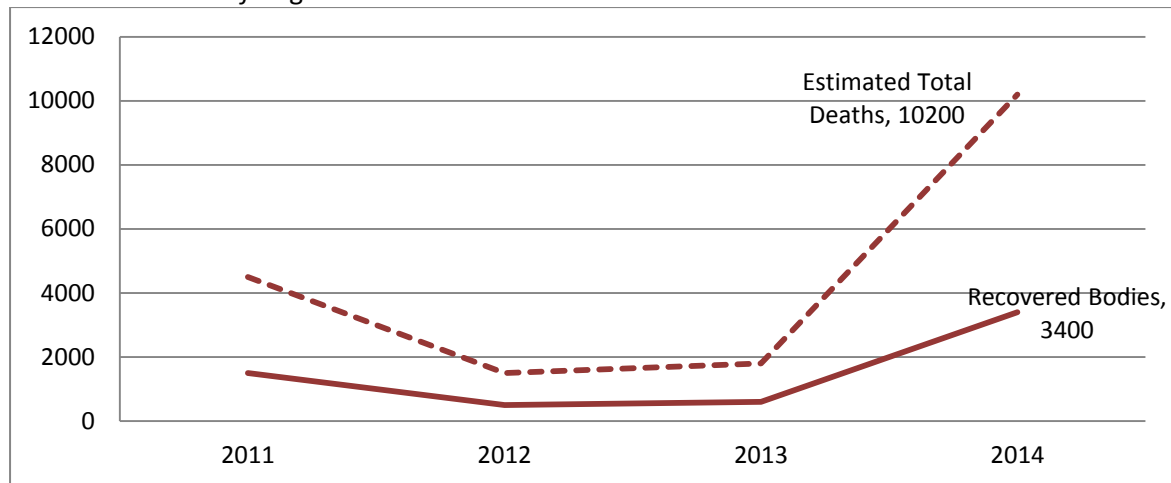


It can be seen that the number of migrants is rising exponentially. The two recent peaks allude to the driving factor behind migration into Europe via the Mediterranean: unrest in the Middle East and North Africa. The peak in 2011 occurred at the height of the "Arab Spring" in North Africa and the conflict in Syria (with the background of the ongoing violence in Iraq). However, the 2014 peak has, by far outstripped this historical peak. The descent of Libya into chaos, the ongoing, multi-faceted conflict in Syria/Iraq/Kurdistan and the activities of ISIS (Annex G) have all been contributory factors to driving people from their homes ("Push"). A significant "pull" factor has been the success of previous migrants having already made the crossing, encouraging others to follow suit. Furthermore, the increasing capability of the people smugglers, now increasingly employing "economies of scale" with bigger ships and more convenient routes, mirrored by the decreasing capacity of (inter)national bodies and military forces to deter/disrupt internal migration, has increased both the motive-for and means-to migrate, while seeing a decrease in the ability to mitigate and manage it.

¹ International Organisation for Migration, "Migrant Deaths on World Borders" (2015)

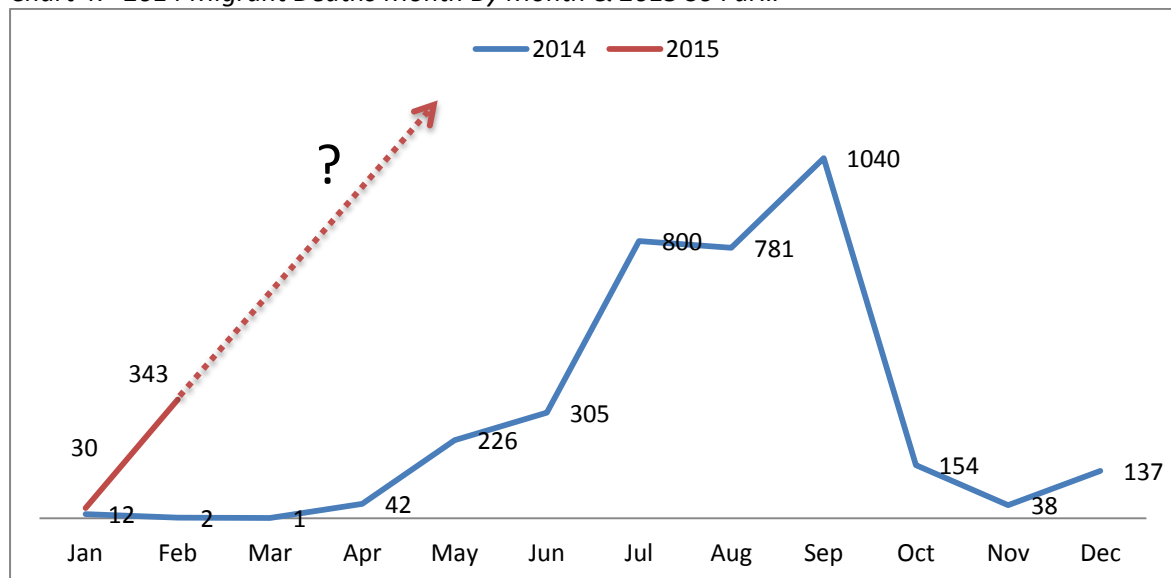
² UN Refugee Agency (2014)

Chart 3: "Number of Migrant Deaths"³



Migration continues to come at a high human cost. It is estimated that for every 1 body recovered there are another two who are never found or accounted for – the real cost will never be known but can be estimated at 1 in every 20 migrants (2014)⁴

Chart 4: "2014 Migrant Deaths Month By Month & 2015 So Far..."⁵



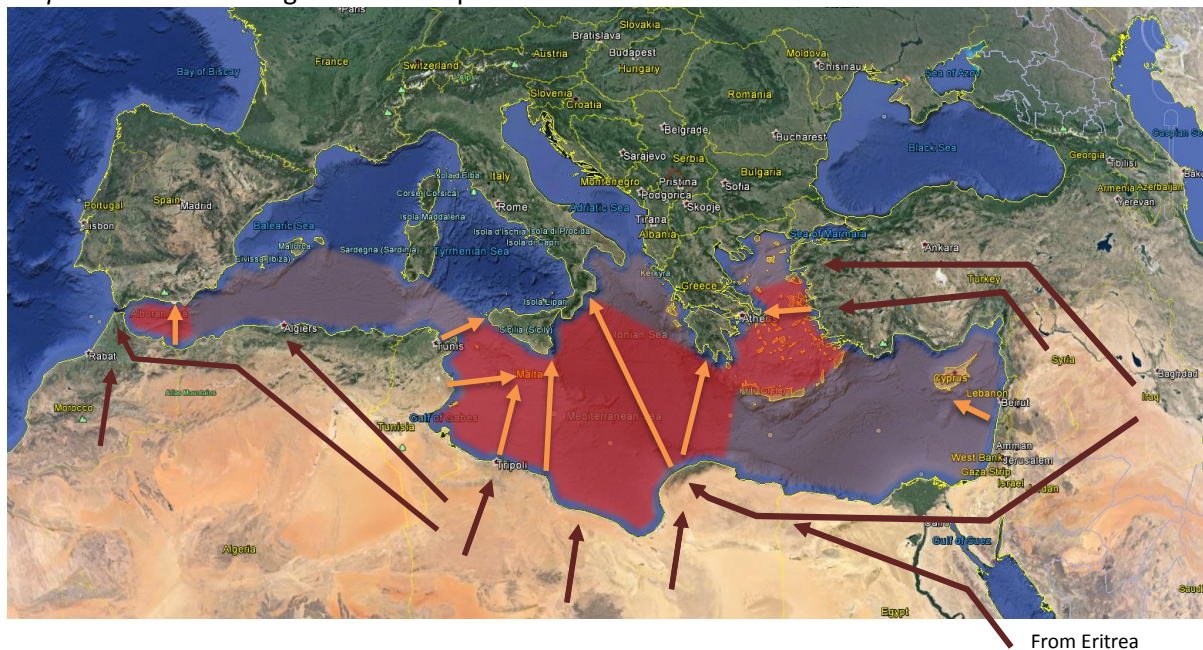
2015 promises to be even worse, with many dozens of times the number of deaths compared to February 2014. Assuming that these (recorded) deaths represent 1/60th of the total number of migrants trafficking the area, 2015 is set to become a busy year for migration, and the associated Large Scale Rescue operations that will inevitably result from it.

³ UN Refugee Agency (2014)

⁴ Weber and Pickering, *Globalisation & Borders: Death at The Global Frontier*, (2011)

⁵ UNHCR (2015)

Map 1: "Routes and Migrant Heat-map"⁶



3.2. Examples of Tankers involved in Rescues:

With more than 800 vessels involved in assisting with search and rescue operations, the list could be endless. However, below are a few examples that are open source. Many shipping companies do not publish the details of any rescues that they carry out, especially the cost involved.

- The Dutch Tanker – Torm Lotte (oil and chemical) rescued 564 irregular migrants.
 - 40 bodies were discovered below deck on the migrant boat. (mainly Yemeni, Syrian Libyans and Ethiopians)
 - They had a crew of 20 left to manage 564 extra personnel
 - It took 2 days to reach the next safe port.
- Another Dutch cargo ship, Erasmusgracht, while on route from Turkey to Poland, was forced to divert into the Ionian Sea – a distance of 200 miles.
 - They rescued 393 migrants, whom they took to Sicily.
 - They returned to their schedule two days later.
- Bourbon Argos, a merchant vessel rescued 173 people off the coast of Libya.
 - The refugees were taken to Italy.

In 2014, 800 ships had to go to the rescue of migrants at sea. (30% of the shipping community)

It is estimated that every intervention can cost companies a minimum of 50,000 euros, which is not refunded by the government or international organisations.

The Malta based charity operation Migrant Offshore Aid Station (MOAS) using MY Phoenix as a rescue craft, has monthly operating costs of approximately €400,000. This demonstrates the operational cost of an effective alternative.

⁶ International Organisation for Migration, "Migrant Deaths on World Borders" (2015)

3.3. Terrorism & Organised Crime

(See Annex G for Situation regarding ISIS and their impact on the Mediterranean)

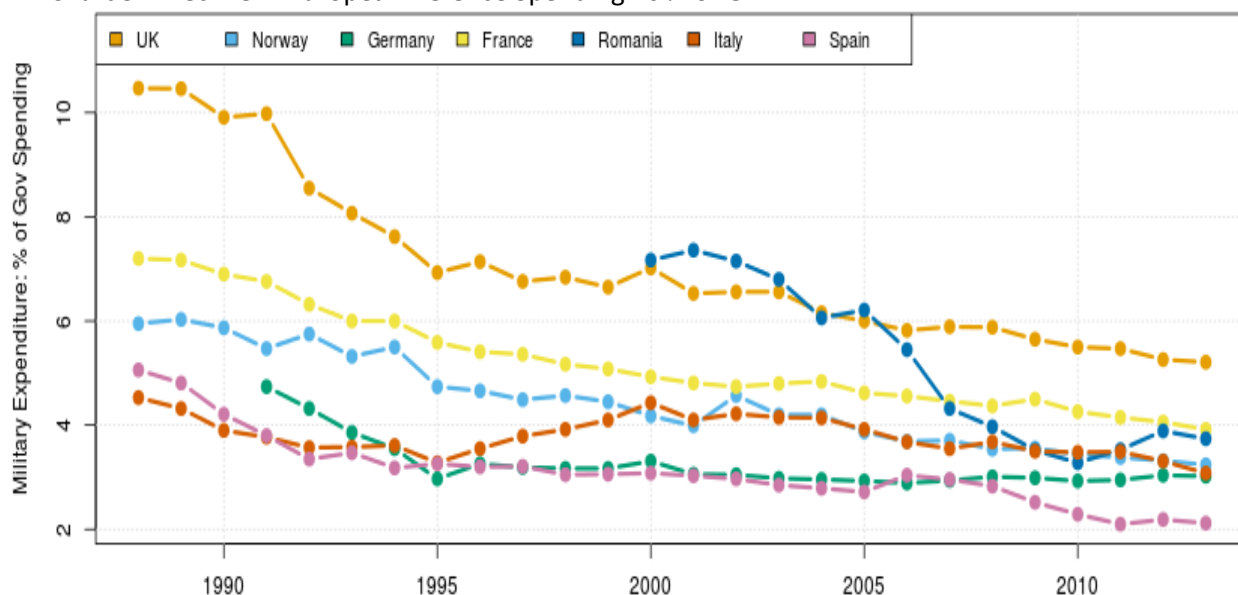
Terrorist groups operate throughout Europe and have threatened to disrupt this important waterway in the past. However, the most recent and imminent threat comes from the groups associated with the al-Qaeda network, which covers a whole host of Islamic radicalist groups, not just ISIS. However, it is ISIS who is holding the world's attention, by carrying out the barbaric acts broadcast through social media outlets, which are worrying the shipping community. ISIS acts are stirring up trouble in the Middle East, most recently with Jordan, by the burning of the captured pilot and Egypt, with the beheading of the Coptic Christians in Libya.

Other Islamic groups who will have a shared ideology with ISIS include al Qaeda in the Arabian Peninsula, Algerian Groupe Islamique Armee, Qaeda in Iraq(AQI), al Qaeda in the Islamic Maghreb, Ansar al Sharia, Jabhat al Nusra, Ansar al Din and Ansar al Sharia. This is continually changing as groups develop to follow new leaders, but what they all have in common, are an underlying common purpose and common experiences. As foreign policies are imposed and conflicts of interest evolve, there will always be groups to which a risk is likely to come from.

Further to the terrorist threat, it should be remembered that migrants are facilitated by unscrupulous, and often violent, criminal gangs. Huge sums of money are at stake – any vessel becoming embroiled in this situation should remain vigilant to the risk of financially, as well as politically, motivated violence⁷⁸⁹¹⁰¹¹.

3.4. Diminishing Capability and Problems

Chart 5: "Decline in European Defence Spending As % of GDP¹²"



⁷ The Guardian, "Traffickers turn to teenagers to drive migrant boats across Mediterranean" (Nov 2014)

⁸ The Guardian, "Migrant boat was 'deliberately sunk' in Mediterranean sea, killing 500", (Sept 2014)

⁹ Press TV, "Who Are The Real Human Traffickers", (Jan 2015)

¹⁰ The Telegraph, "The shocking abuse refugees ... at the hands of people smugglers in Libya", (March 2015)

¹¹ Toronto Star, "Dodging Death On The Mediterranean", (2015)

¹² Stockholm International Peace Research Institute, "Military Expenditure Database" (2013)

3.4.1. Frontex Operation Triton¹³

Frontex finalised all preparations for the launch of Joint Operation Triton on November 1st 2014. With a monthly budget of ONLY EUR 2,9 million, compared to the EUR 500 Million of Mare Nostrum, the agency will coordinate the deployment of **three open sea patrol vessels, two coastal patrol vessels, two coastal patrol boats, two aircraft, and one helicopter in the Central Mediterranean**. The operational area of Triton will cover the territorial waters of Italy (within 30 miles of the Italian coast) as well as parts of the search and rescue (SAR) zones of the both countries. Frontex will operate under the command of the Italian Ministry of Interior, in cooperation with Guardia di Finanza, as well as the Italian Coast Guard.

How have the details of the operation been defined?

The details of Triton, including the operational area and the necessary assets, have been agreed between Frontex and Italy as the host state on the basis of the requests for assistance made by the Italian authorities. The final setting of the operation fully matches the requests made by the Italian authorities. Triton will rely on human and technical resources made available by the participating Member States.

How many Member States have made available technical and human resources and what?

Today 21 Member States have indicated their willingness to participate with human (65 guest officers in total) and technical resources (12 technical assets) at the start of the joint operation Triton; others might follow in the coming months. Technical equipment: 4 Fixed Wing Aircrafts, 1 Helicopter, 4 Open Shore vessels, 1 coastal Patrol Vessel, 2 Coastal patrol boats. Human Resources: 65 men/months in total.

Will Triton also be participating in search and rescue activities?

The role of Frontex is to support Member States towards effective border control in the Mediterranean region, and at the same time to provide assistance to persons or vessels in distress during these operations. Frontex is entrusted with **assisting** Member States in circumstances requiring increased technical assistance at the external borders, taking into account that some situations may involve humanitarian emergencies and rescue at sea. **Although Frontex is neither a search and rescue body nor does it take up the functions of a Rescue Coordination Centre**, it assists Member States to fulfil their obligation under international maritime law to render assistance to persons in distress.

Operation Triton will also replace the two previous Frontex coordinated joint operations Hermes and Aeneas. As can be seen from the below, the limitations are obvious¹⁴.

	Italy's Mare Nostrum	EU's Triton
Launched	October 2013	November 2014
Annual budget	150m euros	90m euros
Area covered	Proactive search and rescue. Covered 70,000 km ² of sea.	Operates within 30 miles of Italy's coast.
People rescued per month	12,568	6,060

¹³ EU Business, "Frontex Operation Triton" (Oct 2014)

¹⁴ Amnesty International, "Latest Mediterranean tragedy exposes EU's failure on rescue operations", (March 2014)

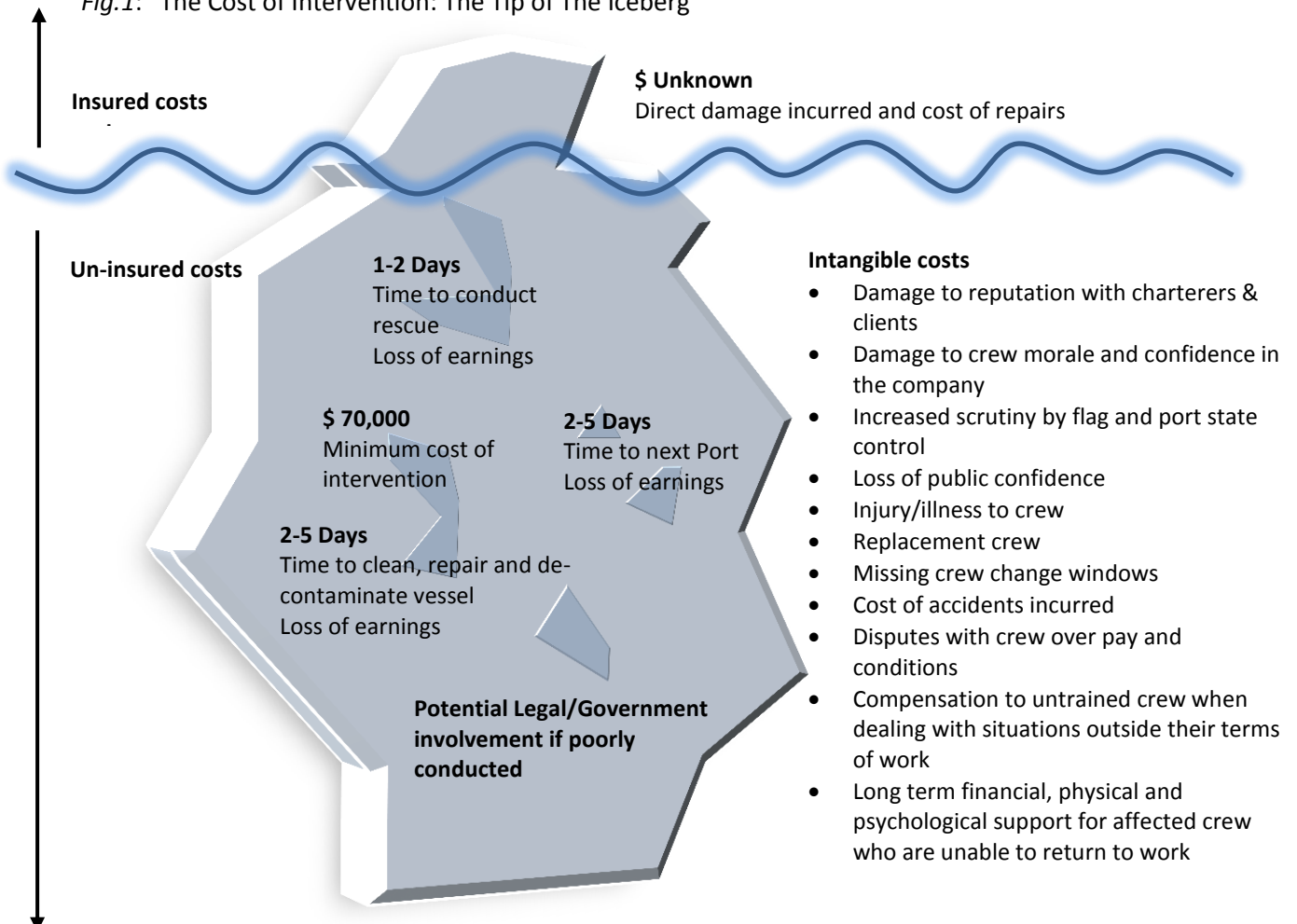
Map 2: "Geographical Extent of Operation Triton"



3.5. Potential Impact Assessment

Any large scale rescue is bound to be time consuming and expensive. However, a poorly planned, managed and implemented rescue operation can incur a myriad of associated, uninsurable and intangible costs that have the potential to increase exponentially and have a drawn-out impact over a long period of time.

Fig.1: "The Cost of Intervention: The Tip of The Iceberg"



4. Roles And Responsibilities

4.1. CSO / DPA

The CSO / DPA should ensure that security policies include large scale rescue operations and that their crews are adequately trained to deal with such incidents, not only with regards to compliance but in practical terms. Captains will always use CSO's & DPA's as the first call looking for advice before conducting a large scale rescue. It is important that any back office support to vessels is correct, legal and supportive throughout the rescue and any sustained operation. Crisis management teams will have to make decisions quickly and efficiently as rescue operations can unfold very fast.

4.2. Crisis Management Team

The Crisis management team is the crucial support network and back-up for both the CSO/DPA and the Ships' Masters. It is beholden upon them to be able and available to assist in managing a situation. They should be conversant with their roles and responsibilities as outlined in the Emergency Contingency Plan. (See 5.2.3 Emergency Contingency plan).

4.3. Masters

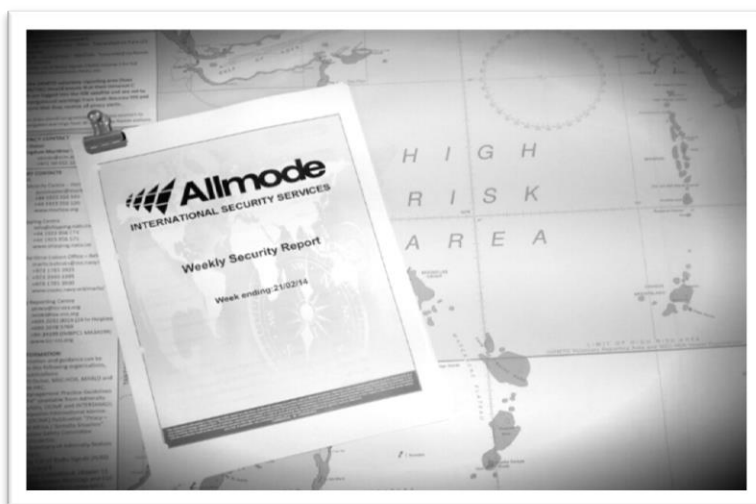
Managing normal ship operations is already time consuming and stressful. If you add the crisis management of a large scale rescue to a Masters routine he may very quickly become overwhelmed, therefore we should ensure that we assist him with the correct training, policies, procedures, and guidelines. If the Master has officers that have been well trained and are proficient, he can delegate duties to them which will make the task more manageable and effective.

4.4. Bridge officers

All bridge officers should receive training in security, crisis management / human behaviour, leadership and maybe even bespoke courses to cover large scale rescue operations. The command and management of a team is key to getting the correct outcome when dealing with such large scale operations and tasks. We are expecting more and more from our officers every year with regards to certification, training and compliance. This is becoming time consuming and costly both to the company and the individual. We would suggest that most of the training for topics being discussed can be combined with other modules of the STCW training. Our officers are the key to all our operations and we should invest in them and their training.

4.5. General crew

We all know the crew are our work force and will be carrying out the majority of the physical tasks aboard. We should however safeguard them with management, training and equipment suitable for these tasks. If we are asking crews to conduct large scale rescue operations they may well be out of their comfort zones during such operations. If crews are not properly trained they will not be confident in carrying out their duties and this could be picked up by the rescued group creating a lack of respect and confidence in the crew. Worst case scenario being that the rescued-persons see an opportunity for illegal or criminal activity. The more confident your crew are the better the management will be and overall the safety of all involved.



5. Prior Preparations

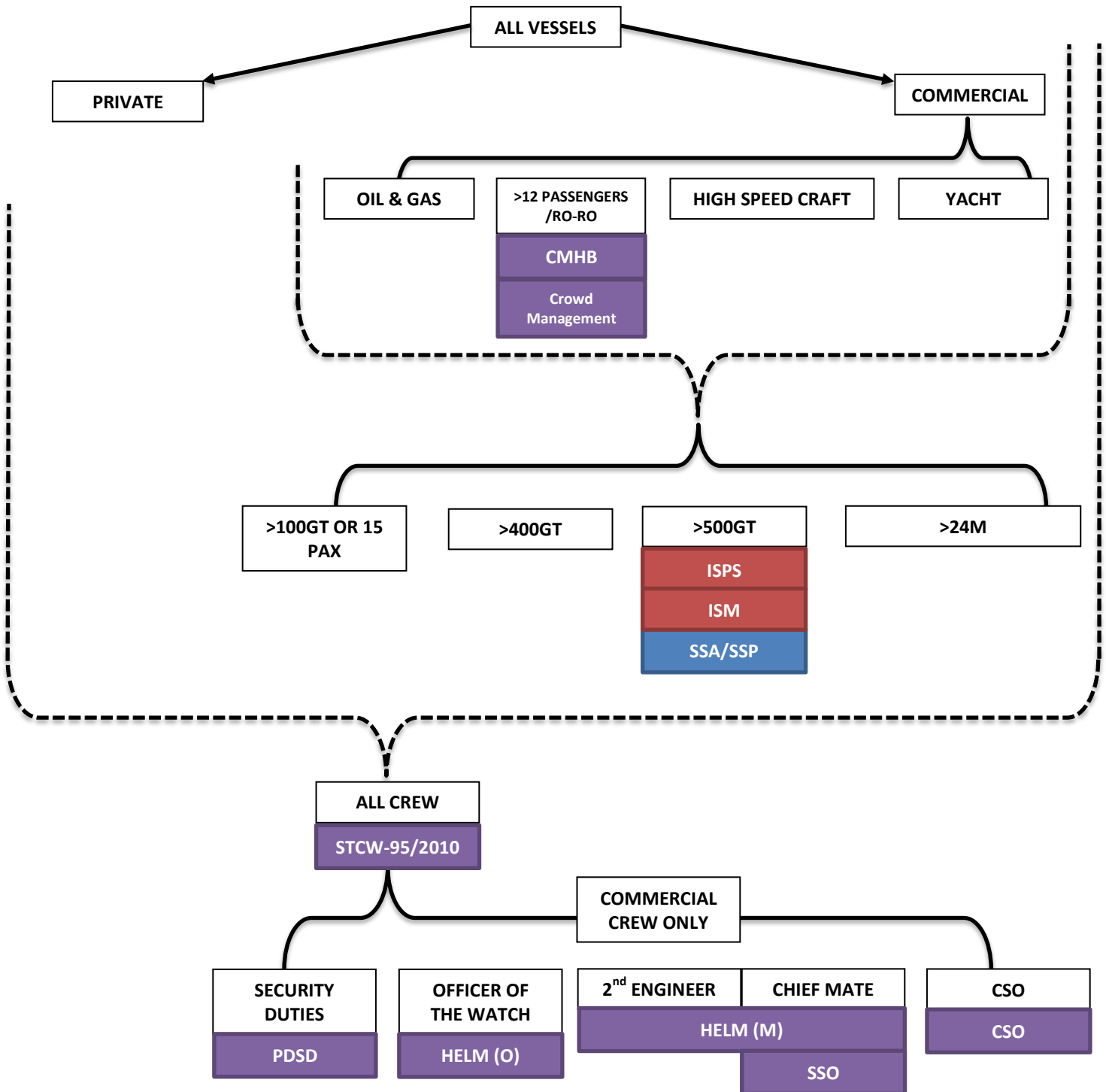
5.1. Training

Training should be implemented from management through to vessel crews. Prior training and development is the key to a successful outcome for the vessel, its crew, its owners and the rescued group. Although under STCW, IMO, MCA, Flag and a number of other authorities and organisations courses are available and a necessity for compliance, we should not forget to safeguard our crews and office staff with the correct training to morally, and operationally protect personnel and our vessels.
















Table 1: Training	
Current Training available	Training gaps
SSO	Conflict management
PDSD	Body handling
PSA	Enhanced medical care
CMHB	Trauma management
STCW first aid	Enhanced security training to backup SSO and PDSD
	Bridge officers crisis management training
	Back office crisis management training
	Scenario training
	International law for handling refugees
	(All Covered in "Large Scale Rescue at Sea (M/O/C)")

Fig.2: "Currently Mandated Security Training"



Colour	Meaning
Red	Regulation
Purple	Mandatory Training
Blue	Mandatory Documentation

Formal Security Training By Industry: Current Status and Potential for Improvement						
Body	Course	Dur.	Passenger/Ro-Ro/Cruise	Commercial Yacht	Commercial Maritime	Private Yacht
	Large Scale Rescue at Sea (Management)	2 Days	CSO, Crisis management Team	CSO, Crisis management Team	CSO, Crisis management Team	CSO, Crisis management Team
	Large Scale Rescue at Sea (Officers)	2 Days	Master, Deck Officers	Master, Deck Officers	Master, Deck Officers	Master, Deck Officers
	Large Scale Rescue at Sea (Crew)	1 Day	All Crew	All Crew	All Crew	All Crew
	CSO	3 Days	CSO	CSO	CSO	CSO
	SSO	3 Days	Master, SSO	Master, SSO	Master, SSO	Master, SSO
	CM&HB	1 Day	All Crew	All Crew IF >12 Passengers	All Crew	All Crew
	HELM(M)	5 Days	C/O, 2 nd E/O	C/O, 2 nd E/O	C/O, 2 nd E/O	C/O, 2 nd E/O
	HELM (O)	5 Days	OOW	OOW	OOW	OOW
	Crowd Management	1 Day	All Crew	All Crew IF >12 Passengers	All Crew	All Crew
	Crew Safe	1 Day	All Crew	All Crew	All Crew	All Crew
	PDSO	1 day	Designated Security Duties	Designated Security Duties	Designated Security Duties	Designated Security Duties
	Conflict Management	1-5 Days	All Crew	All Crew	All Crew	All Crew
	First Aid (Master's)	4 Day	Master	Master	Master	Master
	Security Awareness	½ day	All Crew	All Crew	All Crew	All Crew
	Basic First Aid	1 day	All Crew	All Crew	All Crew	All Crew

5.2. Planning

- Policy & plan reviews to ensure the correct procedures are in place prior to an event
- Regular training scenarios to ensure efficiency
- Legal & compliance support checked and briefed to all relevant parties on UNCLOS, IMO, UNHCR and SOLAS regulations. It is suggested that organisations may wish to check with their own legal advisors and produce guidance notes to support managers and Captains.

5.2.1. ISM

As part of the provisions of the ISM code, all ship's operations should be covered and governed by a Safety Management System¹⁵, including the planning for and assessment of non-routine operations and risks. A large scale rescue operation, while being a humanitarian and security related activity, also carries an interwoven health and safety aspect due to the non-routine nature of the task, the circumstances and the ingress of a large number of unknown, untrained and uncertificated individuals into the vessel environment. The following should be considered and formally risk assessed: (not exhaustive)

- Approach to the stricken vessel(s):
 - Bad weather,
 - Accounting for procedure to avoid collision with vessels that may be not under command, unseaworthy, overloaded, with a lack of seamanship/expertise¹⁶ and/or desperate for rescue or under duress. (not adhering to COLREGS¹⁷)
- The use of small boats and/or fast rescue craft during the rescue, including:
 - The avoidance of becoming overloaded,
 - Becoming swamped/capsized by an unmanageable influx of personnel
 - Collision/hull breach with floating or submerged objects/debris/jetsam
 - The potential for encountering MarPol, either flammable hydrocarbons leaking from ill-maintained vessels or Chemical/Biological hazards (sewerage, garbage, chemicals)
- The embarkation of the rescued-personnel:
 - Use of pilot/accommodation ladders (and measures to avoid overloading/overcrowding)
 - Use of scramble nets (as above)
 - Use of Billy Pugh (as above and means of securing personnel)
 - Consideration for non-able bodied rescued-personnel (e.g. elderly, ill, injured, children, pregnant females)
 - Use of safety-line for individuals
 - Life jackets
 - Rescue craft on standby
 - Consideration for embarkation of seriously-injured and dead individuals (manual handling, avoidance of further injury and safeguarding of crew)
 - Procedure for safely dealing with man-overboard situation (rescued-personnel or crew)
 - Consider the health, safety and **legal** ramifications of using equipment/means of access that is not designed or rated to carry personnel (even *in-extremis*)
 - Consideration should be given that the rescue may be conducted at night or in bad weather
 - Rescued-personnel may be fatigued

¹⁵ Allmode, *Best Management Practices For Implementing An Effective Safety Culture*, (2015)

¹⁶ [The Guardian, "Traffickers turn to teenagers to drive migrant boats across Mediterranean" \(Nov 2014\)](#)

¹⁷ IMO, *Convention on the International Regulations For Preventing Collision at Sea*, (1972)

- The Embarkation of supplies and personal effects:
 - Consideration as to whether to embark supplies & personal effects
 - Physical method of loading (use of cranes, manual handling)
 - Security and health risks involved in loading material from rescued vessel Versus the moral and administrative (victualing) benefits of increasing stocks of life support (food and water) and rescued peoples' treasured personal possessions.
- The health and safety implications of searching and handling personnel, material and human remains
 - PPE
 - Health risks
 - Stress
 - Manual handling
 - Injuries to crew due to manual handling
 - Use of lifting appliances
- Accommodation and Storage
 - Lack of space in properly certified accommodation (the deck may be the only area large enough)
 - Safe storage of materials
 - Lack of SOLAS lifesaving equipment (consideration for retaining sufficient coverage for the crew despite the extra personnel – potential security flashpoint in the event of a shipboard emergency or evacuation)
 - Storage of dead/decomposing bodies
 - Toilet facilities/provision
 - Slips, trips, falls
 - Crush injuries due to overcrowding
 - Physical limit for maximum occupancy due to sheer weight of numbers (vessel size dependant) leading to instability, inability to manoeuvre, swamping or capsize.
- Ship's Operations
 - Interference of critical ship's operations due to overcrowding of personnel. E.g. lifting operations, mooring, bunkering, launch/recovery of rescue craft.
- Restricted Areas
 - Potential ingress into restricted/dangerous areas due to overcrowding
- Dangerous behaviour of rescued-personnel
 - Lack of knowledge causing breach of watertight integrity (watertight door left open, "crowding" one side of ship causing instability)
 - Lack of knowledge leading to Fire/Explosion risk (Smoking in no-smoking areas (Tanker), lighting fires for warmth or cooking on deck.
 - Theft/tampering/misuse of critical safety equipment or hazardous machinery/materials
 - Unintentional damage due to ignorance/lack of knowledge
 - Deliberate vandalism/sabotage
- Violence & Disorder
 - Aggressive behaviour
 - Slips, trips, falls and crushing injuries due to panic induced crush/stampede
- Sickness and disease

- Communicable diseases (see Annex G for Ebola)
- Non-familiar/"3rd world" diseases (measles, mumps, rubella, typhoid, cholera, tuberculosis, polio)
- Vomiting, diarrhoea, blood, coughing – avoidance of contamination.
- Infection control
- Segregation (separate areas)
- Monitoring
- PPE, type, improvisation, duration of wear, donning and doffing procedures
- Improvised infection control measures
- **Seek further training & medical advice – included in Allmode LSRS (M/O/C) Courses (above)**
- Disembarkation of rescued-personnel (see embarkation)
 - Ship/ship or ship/land disembarkation
 - Potential for rescued personnel being non-compliant if they are not at their desired destination
 - Impact of fatigue/relief in risk-taking (more haste, less speed)

It should be remembered that, even though such operations may have to be conducted in haste, in bad weather or under severe time pressure or emotional duress, that the pre-existing Safety Management System and Safe Working Practices should be followed at all times. An out-of-the-ordinary occurrence such as a Large Scale Rescue, if not correctly managed and prepared for, is likely to engender "Exceptional Violations" of working practices¹⁸ whereby crew may disregard their own health and safety, or put others or the vessel at risk, due to a perceived trade-off between risks (the "lesser of two evils"). This corner-cutting, while commendable in intent, is often based on flawed logic, incomplete information or erroneous perceptions about proportionate risks – and may serve to make the situation worse. In order to help the rescued-personnel, the crew should (and in every case) first safeguard themselves.

5.2.2. Ship Security Plan: Large Scale Rescue Chapter

In order to satisfy the stipulations of the ISPS code, all vessels over 500gt should have a Ship's Security Plan, informed by a Ship's Security Assessment. It is recommended at all ships transiting areas in which Large Scale Rescue Operations are a likelihood should conduct an management review on their SSP and consider developing an additional "Large Scale Rescue Operations" chapter – having first assessed the security implications of conducting such operations. These considerations may include: (not exhaustive – See below: 10. Security)

- Crew security briefings
- Management of access control
- Rotation of watches
- Periodic access control and restricted areas check
- Maintenance of a security presence
- Maintenance of Vessel information and stores security
- Crowd Management
- Organised crime related violence
- Terrorist related violence (See Annex H: ISIS Factsheet)
- Social Media
- Conducting drills and rehearsals. Either:
 - 3 Monthly ships' security drill (ISPS)¹⁹
 - 18 Monthly large scale security exercise (ISPS)²⁰

¹⁸ Allmode, *Best Management Practices For Implementing An Effective Safety Culture*, (2015)

¹⁹ ISPS Code, Part A.13, Part B.13.6

²⁰ ISPS Code, Part A.13, Part B.13.7

5.2.3. Emergency Contingency Plan

A Key requirement of the ISM code is that shipping companies should develop and maintain an Emergency Contingency Plan²¹. In the same way that Large Scale Rescue Operations should be included in the SSP, consideration of this type of operation should also be included in the companies' emergency contingency plan. Aspects to be considered include: (not exhaustive)

- Roles and responsibilities;
 - Management
 - Crisis Management Team
 - Master
 - Officers
 - Crew
- Communication plan
- Support agencies
- Emergency procedures
- Sources of emergency evacuation and medical assistance
- Legal and insurance support
- Mitigating financial impact
- Authority and chains of command (master's overriding authority)
- Actions of shore based management to support the Master
- Dealing with government agencies (contact details)
- Dealing with Next of Kin/welfare
- Dealing with the media
- Monitoring, measuring and lessons learned
- Business resumption plan
- Conducting drills, rehearsals and training
- Post incident reporting
- Post incident Human-resources management
 - Hours of work/rest
 - Potential time delays (for crew changes)
 - Crew may have to be interviewed by authorities (delay)
 - Time/pay/conditions disputes
 - Potential temporary Non-compliance with MLC during process of rescue
 - Compensation claims for injury, psychological trauma, loss of time/earnings due to conducting rescue (crew)
 - Consider time off for crew ("decompression") and longer term management of psychological impact.
- Review and audit procedure

5.3. Vessel preparations

²¹ Allmode, *Best Management Practices for Crisis Management and Contingency Planning*, (2015)

5.3.1. Equipment

Due to the potential numbers of rescues involved, additional equipment may be necessary for dealing with and conducting a Large Scale rescue Operations. This may include:

Life Support	Sanitary/Medical	Safety	Security
Extra Food and Drinking Water	Plastic sheeting	Work clothes (Cotton/fabric)	Handheld metal detectors / body scanners
Survival Bags	Bodybags	Additional life jackets and flotation devices for crew (in case of infection or contamination);	Kevlar stab gloves (to prevent puncture wounds, when searching personnel)
Tarpaulins (for shelter)	Strong tape		Loud hailer
	Extra first aid & Medical Supplies		High visibility vests (to differentiate between crew and rescued group)
	Chlorine based cleaning products		UHF Ear Pieces (for confidential communication between crew)
	Anti-Bacterial sanitizer gel or wipes		"Tally Counters" (to assist in establishing an accurate headcount)
	Waterproof, long sleeve coveralls (or extra slicker suits)		Small MP3 player with pre-recorded phrases in Arabic (and other languages) to be played through mass communication devices. (see 9.5 Below)
	Respiratory protection		(All of the above should be intrinsically safe)
	Eye protection		
	Thick refuse sacks/HazMat Bags for disposal of biological waste (must be easily differentiated from normal garbage)		

5.3.2. Training, Drills and Rehearsals

- Under the Captain and SSO, crews should run scenario based training to include possible large scale rescue situations & compliant / non-compliant rescues.
- Thought should be given to including a Large Scale Rescue Operations as one of the 3 or 18 monthly security drills/exercises as-per the provisions of the ISPS Code.

6. Management And Support

6.1. DPA/CSO and Crisis Management Team

6.1.1. Policy And Procedure

The shipping company should establish and carry out incident management procedures to identify threats and potentially harmful and disruptive events which could impact on the organization, its activities, services, interested parties and the operational environment. The procedures should document how the company would prevent, mitigate and respond to events.

6.1.2. Authority Of The Master

The company should consider each of the following actions, under the authority of the Master:

- minimising disruption to operations;
- notification to appropriate authorities and international liaison;

6.1.3. Reporting

The company should establish and document procedures for incident monitoring and reporting, follow up investigation and protection of evidence and disciplinary arrangements. Such procedures should apply where there has been any eventuality (including a large scale rescue at sea operation), where there has been damage or injury to personnel or equipment or any other significant event which should be reported. The company should use a standard incident report to be included in the Emergency Contingency Plan (Annex A), both for its own internal use and to submit, where appropriate, to international liaison as a joint report with the Master as well as to the client and to the authorities of the flag state.

6.1.4. Casualty Management

The Company should ensure that procedures are agreed with the client for casualty management including consideration of possible life threatening conditions.

6.2. Embarked Advisors

Consideration should be given to embarking additional advisors for a transit via the southern Mediterranean. This embedded advisor should be a security specialist with training in dealing with large scale rescue operations and a high level of medical and first aid training including trauma and dealing with contagious diseases. They will be available to provide training and expert advice to the crew, and to assist during the conduct of any potential rescue operation, conducting international liaison and providing advice to the master, enabling him to make the most informed and logical decision in a high-pressure and rapidly changing environment.

7. Conducting The Rescue

The priority is to save lives and prevent injury as per that outlined in SOLAS regulations; however it is important to maintain the security of the vessel and its crew. Command and control of embarking persons is essential at the point of rescue and during the likely chaos and confusion it is easy to lose control quickly and therefore crowd management skills will be required. We would suggest that officers and crew are designated very specific duties to ensure maintenance of command. Communication is always key to keeping the Captain informed of the full situation; a bridge and deck crisis management team should be predetermined so that the information can be recorded and reported as required.



Consider the use of small boats and/or fast rescue craft during the rescue, including:

- The avoidance of becoming overloaded,
- Becoming swamped/capsized by an unmanageable influx of personnel
- Collision/hull breach with floating or submerged objects/debris/jetsam
- The potential for encountering MarPol, either flammable hydrocarbons leaking from ill-maintained vessels or Chemical/Biological hazards (sewerage, garbage, chemicals)

8.1. Rescued-persons administration

Recording of numbers, gender, age and general health (Annex A to this document)

- Tally counters
- Written record
- Name or number Tagged
- Record Priority medical attention required for rescued-personnel²²
- Photograph all persons, remembering to ask permission for photographing children. This will be a useful evidence trail should a rescued-person ever make allegations after disembarkation as to their treatment or there be issues with who was on the vessel or not



8.2. Searching of Personnel and Baggage / Belongings (Annex F)

Personnel conducting the searches should remember the following:

- Least intrusive manner
- Maintain dignity
- Is it legal?
- Male to Male
- Female to Female
- Wear gloves
- Have a witness
- Give the rescued-person guidelines
- Ask permission!
- Explain that you are about to carry out a search. And where you are about to touch the person
- Record the details, name, date /time, search person, witness
- Use P.O.P which is a Dynamic Personal Risk Assessment:

P – Person are they acting normally?
O – Object do they have an object that can harm me?
P – Place can I get away?

8.3. Belongings Record and Storage

²² ICS, *Large Scale Rescues At Sea*, 4.4 (2014)

- Search all baggage
- Ask for any belongings and documents that they are carrying
- Take an inventory of any belongings
- Place all in a plastic bag and add a copy of the inventory

8.4. Designated to Accommodation Area and Moved by a Guide

- Ensure 2 crew to every group when moving around the vessel
- Keep them in sight at all times
- Divide rescued-persons into manageable group sizes that suit the accommodation²³
- Record numbers in each cabin / accommodation area this will help with security checks and monitoring
- Daily check of the embarked rescued-personnel by roll call
- Keep a copy of accommodation plans and records on the bridge

8.5. Accommodation

- Accommodation areas should be sanitised of anything that could be used as a weapon or to cause damage to the vessel, cargo or crew.
- If lockers are within the accommodation area, ensure that they are emptied of contents then secured.
- Check that emergency stores are not tampered with and that adequate firefighting and medical equipment is accessible.
- Accommodation records should be kept. (Annex C of this document)

8.6. Victualing

The Master and cook should arrange meal times to divide rescued-persons into manageable group sizes; we would also suggest that crew eat separately. Dependent upon overall rescued group size it may be an idea to allow the rescued group to use the crew galley and all crew use the officer's galley. Water should be allocated within the accommodation areas to limit movement around the ship out of meal timings.

8.7. Hygiene and Sustenance

When considering handling and storage of bodies, it is important to consider that crews may not have been adequately trained to deal with the recovery and storage of recovered persons that do not survive. The dead may include elderly, small children, infants which can create problems for crew members through feelings of empathy to vulnerable groups. This can very quickly turn into distress and should be monitored by senior officers.

- If using refrigerated areas to store bodies ensure it is separate from food storage.
- Try to prepare yourself and your crew of what to expect, discuss what they are likely going to see and how they are going to feel. Recognise the positive value of the task and emphasise that it should be done step by step and to pace themselves over the duration of the task, remembering to be respectful at all times and avoid potential conflict.
- Explain to the rescued group what is happening to the bodies as family members will be very distressed and this will need to be managed.
- The crew should at all times keep safe and take care of each other, use the "buddy-buddy system" to monitor each other for signs of distress and ensure that the correct PPE is worn.
- Keep hydrated and fed, body handling can be very tiring physically and emotionally²⁴.

8.8. Safety Briefing

²³ ICS, *Large Scale Rescue Operations At Sea*, 5.1, (2014)

²⁴ [New York times, "Migrants Are Plucked From Sea Off Libya, but Die Aboard Italian Rescue Ships"](#), (Feb 2015)

Central safety briefings should be given to the rescued group which is covered in depth within published ICS guidance notes²⁵, we suggest that at the same time the following points are also included and covered:

- Meal timings
- Water supply
- Sanitary / toilet areas
- Areas allowed to visit
- No go areas / restricted areas
- Medical support / help
- Introduce the liaison officer
- Nominate a rescue group liaison person or persons
- Briefly explain the plan of action and how it affects them, where you are going etc. if you don't it will just get asked

8.9. Masters Interviews / Statement of Facts (Annex B)

It is recommended that the Master interview a few of the rescued-persons so that he can record information for his records and pass onto the authorities. This should be done with a witness and is an informal and calm information gathering exercise: (please see Annex B of this document)

- Name, DOB, Gender
- Nationality / Origin
- Embarkation port /last port of call
- Why where you on the vessel - employee / passenger
- Where are you going to / disembarkation port
- How long have you been aboard
- What was your position aboard - employee / passenger
- How have you been treated

9. Liaison And Communications

²⁵ ICS, *Large Scale Rescue operations At Sea*, (2014)

9.1. Internal Liaison

9.1.1. Appointed liaison officer

The master should appoint an officer with good communication skills to be the liaison between the rescued group and the ship's crew. This will allow the Master to manage his ship and give the crew and rescued group a single point of contact. (We suggest this officer needs to be trained in crisis management).

9.1.2. Appointed rescued-person(s) liaison

If there is a language barrier you will need assistance with communication to the rescued group, try to locate someone within the group look to for leadership, Master, group senior / leader²⁶.

9.1.3. Information and briefings / good lines of communication

Keeping everyone informed will allow all to feel comfortable with what is happening and when. It is important to reduce stress and anxiety amongst the rescued group so that potential problems and control issues do not arise. Communication can be a great calming tool if used correctly. However sensitive ships business should not be communicated to the rescued group and only need to know information passed to them.

9.1.4. Regular Briefings To The Captain From The Designated Crew Liaison Officer

- Speak with the liaison team regularly to ensure that all is well and prevent issues escalating. Understand what is happening, how the rescue group are doing and what is being asked etc.
- This should be done in isolation from the rescue group.
- Liaison teams should be honest, open and frank about the situation.
- Support should be given to the liaison team as this can be a very stressful task even if they are appropriately trained.

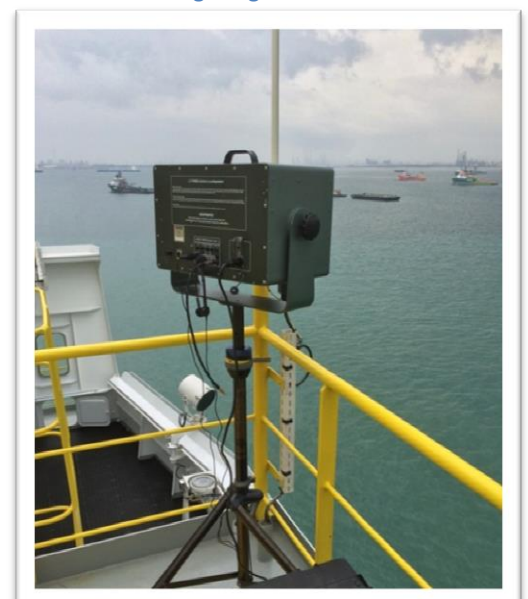
9.1.5. Audio/Visual/Non-Verbal Communications

Communication between the crew and the rescued-personnel is likely to be very difficult, not only due to a potential language barrier, but also due to the large volume of people, their being spread out (either in the water or on-board the rescuing ship), poor weather conditions, ambient noise and panic. Serious consideration should be given to the use of non-verbal mass communication in order to effectively manage and reassure large numbers of rescued-personnel

- Use of loud Hailers, LRAD/MAD Audio Devices, Ships Horn, PA System
- Consider making pre-recorded phrases in Arabic (and other languages) that can be played over mass communication devices. (To be stored on a disk or small MP3 player along with the relevant extra rescue stores (see 5.3.1 above).
- Visual: Signs in various languages to aid in the conduct of the rescue, and in managing and administrating the rescued-personnel. (see Annex F: Example safety Signs).

9.2. External liaison

Picture 1: Long Range Acoustic Device



²⁶ Haaretz, "345 rescued 'Syrian refugees' refuse to leave Cypriot cruise ship", (Sep 2014)

9.2.1. Search And Rescue Contacts (SAR)

Italy	
MRCC	
Italian Coast Guard Headquarters, Rome	
Telephone: 39 06 592 3569	
06 592 4145/	
06 590 8427/ 84697 / 84409 / 84698	
Email: cgcp3rep4@infrastrutturetrasporti.it	
Cyprus	
JRCC Larnaca	
Telephone: 357 2464 3005	
Email: jrcc_cyp@cytanet.com.cy	
RCC Akrotiri	
Telephone: 357 252 76854	
Gibraltar	
Gibraltar Post Office	
Telephone: 350 75714	
Queens HR Master	
Telephone: 350 55901	
South Coast Section (Spain)	
Telephone: 350 34(9)56 684740	
Greece	
JRCC Piraeus (Cospas-Sarsat SPOC)	
Tel: +30 210 4112500	
Email: jrccpgr@yen.gr	
RSC Chania (SW Aegean Sea)	
Tel: +30 28210 98888	
RSC Mytilini (Central Aegean Sea)	
Tel: +30 22510 40827	
RSC Patrai (Ionian Sea)	
Tel: 30 2610 341002	
RSC Rodos (Rhodes and SE Aegean Sea)	
Tel: +30 22410 22220	
RSC Thessaloniki (N Aegean Sea)	
Tel: 30 2310 531504	
Malta	
RCC Malta (Malta Radio)	
Tel: 356 21 257267	
Email: rccmalta@gov.mt	

9.2.2. Government Groups

Frontex	
Address:	Plac Europejski 6
	00-844 Warsaw
	Poland
Email:	frontex@frontex.europa.eu
Telephone:	(48 22) 205 95 00

International Maritime Rescue Federation	
	50 Allardice Street
	Stonehaven
	AB39 2RA
	United Kingdom
Tel:	+44 (0) 1569 767405
E-mail:	info@imrf.org.uk

- a. **European Maritime Safety Agency (EMSA)** - EMSA facilitates technical cooperation between Member States and the Commission for the exchange of EU vessel traffic information (SafeSeaNet), the long-range identification and tracking of vessels (LRIT), and to support EU operational reporting services, including the electronic transmission of reporting formalities.
- b. **European Defence Agency (EDA)** - The European Defence Agency is the place to go for European defence cooperation. The Agency supports the European Council and the Member States in their effort to improve the European Union's defence capabilities through cooperative projects and programmes.
- c. **International Maritime Organization (IMO)** - is the United Nations specialized agency with responsibility for the safety and security of shipping and the prevention of marine pollution by ships.
- d. **International Organisation for Migration (IOM)** - is an inter-governmental organisation committed to the principle that humane and orderly migration benefits both migrants and society.
- e. **United Nations High Commissioner for Refugees (UNHCR)** - is a United Nations agency mandated to protect and support refugees at the request of a government or the UN itself and assists in their voluntary repatriation, local integration or resettlement to a third country.
- f. **Organisation for security and Co-operation in Europe (OSCE)** - With 57 States from Europe, Central Asia and North America, the OSCE is the world's largest regional security organization.
- g. **United Nations Office on Drugs and Crime (UNODC)** - a global leader in the fight against illicit drugs and international crime.
- h. **European Asylum Support Office (EASO)** - acts as a centre of expertise on asylum and related issues.
- i. **International Centre for Migration Policy Development (ICMPD)** - to carry out research, projects and activities on migration-related issues and to provide policy recommendations to the governmental agencies of states, as well as to external governmental and intergovernmental agencies
- j. **Interpol** – the world's largest international police organisation with 190 member countries

- k. **Cepol** – European Police College, using senior police across Europe for cross border cooperation.
- l. **Eurojust** – a judicial cooperation unit.
- m. **European Union Agency for Fundamental Rights (FRA)** – European Agency for Fundamental Rights.
- n. **Intergovernmental Consultants on Migration, asylum and refugees (IGC)** - is an informal, non-decision making forum for intergovernmental information exchange and policy debate on issues of relevance to the management of international migratory flows.

9.2.3. Non-Governmental Groups

- a. **Migrant Offshore Aid Station (MOAS)**
Headquarters: 7 St. Trophimus Street Sliema, SLM 1119 Malta
- b. **European Council on Refugees and Exiles (ECRE)** - a pan-European alliance of 85 NGOs protecting and advancing the rights of refugees, asylum seekers and displaced persons.

9.2.4. Terms and meanings

- a. **Task Force Mediterranean (TFM)** - The Task Force for the Mediterranean was established by the Justice and Home Affairs Council in the aftermath of the death at sea of more than 300 migrants off the coast of the Italian island of Lampedusa in October 2013. It brings together the expertise of the Commission, Member States, the European External Action Service and relevant EU Agencies (notably, Frontex, the European Asylum Support Office, Europol, the Fundamental Rights Agency and the European Maritime Safety Agency) with a view to identifying a range of actions to prevent further loss of life at sea.
- b. **European Patrol Network (EPN)** - The EPN is a permanent regional border security concept that enables the synchronization of national measures of the Member States and their integration to joint European activities, under the direction of Frontex.
- c. **Eurosur** - Eurosur is an information-exchange system designed to improve management of the EU external borders. Eurosur enables near real-time sharing of border-related data between members of the network, consisting of Schengen countries and Frontex.
- d. **Internal Security Fund (ISF)** - The Internal Security Fund (ISF) was set up for the period 2014-20, with a total of EUR 3.8 billion for the seven years. The Fund will promote the implementation of the Internal Security Strategy, law enforcement cooperation and the management of the Union's external borders. The ISF is composed of two instruments, ISF Borders and Visa and ISF Police.
- e. **Asylum, Migration and Integration Fund (AMIF)** - set up for the period 2014-20, with a total of EUR 3.137 billion for the seven years. It will promote the efficient management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration.

9.2.5. Further Reading

- a. The Migrant File - is a project by a European consortium of journalists that aims at precisely assessing the number of men, women and children that died as a result of EU Member States migration policies.
- b. UNITED for Intercultural Action - European Network against nationalism, racism, fascism and in support of migrants and refugees.
- c. United Nations News Centre
- d. Amnesty International
- e. Migrants At Sea - The blog focuses on the subjects of maritime immigration enforcement, rescue at sea, and refugee and migrant rights and protections.



10.1. Crew security briefings

It is suggested that Crew briefings should include: (Annex E to this document)

- Searching rescued-persons
- Access control areas and who is responsible for them
- Other security staff on duty
- Media policy
- Logging and reporting
- Communications to rescued-persons
- Watch rotations
- Support / command chain
- Conflict management responses to a fight breaking out amongst the rescued-persons
- Monitoring of rescued-persons / atmospheric changes / human behaviour
- Communications checks
- Dress and equipment
- Responsibilities
- Handover / takeover between security staff

10.2. Management of access control

- All restricted areas should be secured and locked
- All crew cabins should be secured and locked
- All stores should be secured and locked
- Any breaches should be reported to the OOW immediately

10.3. Rotation of watches

- Adding extra watch rotations around the vessel for the purpose of security will be a drain on resources and should be managed to account for fatigue
- Only trained personnel should be used for security duties / PDSD trained crew
- Regular communication checks should be completed with security staff
- Before the handover of security duties a complete handover brief should be given to ongoing staff.
- Staff on security duties should be in pairs and not left alone.
- Staff should be dressed in uniform and ideally wearing high visibility vests to make them identifiable.

10.4. Periodic access control and restricted areas check

- During watches security staff should check all restricted access control areas within their area of responsibility
- Areas that could be used for a stowaway to hide should be checked

10.5. Maintenance of a security presence

- Maintain watches 24/7
- Have a presence / been seen / be visible
- Carry out regular checks (but do not set patterns)
- Account for rescued-persons

10.6. Maintenance of Vessel information and stores security

- Keep all ships security documents locked away
- Remove any sensitive information from common areas
- Don't disclose information to rescued-persons that isn't relevant to them, need to know basis
- Remove phones and communications from rescued-persons accommodation
- Don't allow rescued-personnel on the bridge or in ships offices

10.7. Crowd Management

- Preparedness on-board a ship is different in many aspects to a shore based industry.
- On-board, one has to be prepared for a greater variety of different situations.
- Some situations will require immediate and massive action while others are require the effort of a few highly trained and skilled persons
- The teams and the resources available are permanently stationed and at standby in the area. This gives an excellent opportunity for a prompt reaction, but it also increases the possibility of having technical systems fail and the task force itself destroyed or both reduced by the accident
- Leadership should be determined by the situation. All crew should be capable of leading
- Require a authoritarian and command-like form of leadership
- Requires group-oriented leadership that makes the maximum use of the qualities and training of others
- Efficient leadership requires a leader to understand the strain on themselves and to be aware and take account of how such strain affects others in an emergency situation
- **Seek further training: STCW Crowd Management**

10.8. Terrorist and Organised Crime Related Violence

Due to the nature of the terrorist and organised crime (people traffickers) related threat (see 3.3 above) it is vital that shipowners and crews remain vigilant to the threat of political and crime related violence. Terrorists and people traffickers will be armed, violent and unscrupulous, and will not hesitate to use violence to achieve their aims (or as an end in itself)

Specialist training advice and support should be sought, including:

- Training
 - STCW PDSD
 - STCW HELM
 - STCW Crowd Management
 - STCW Crisis Management And Human Behaviour
 - Conflict Management
 - Allmode Large Scale Rescue at Sea (LSRS) (Management/Officers/Crew)
 - Allmode Crew Safe
- Expert advice and crisis management, on-board and ashore, to assist in the planning for, management of and conduct of Large Scale rescue Operations in order to mitigate the potential human and financial impact on the vessel/company

10.9. Social Media

Social media has helped the world gain a better understanding of the role that the maritime industry plays and many people across the industry use social media to raise awareness which can have a positive effect, we should however remember a few basic rules to ensure that it doesn't have a negative effect and therefore guidelines should be published for your employees about what is acceptable and what they can publish about your company.

- Think about your account security, who can see your account? Security settings can be adjusted on all major social media networks to allow you more privacy and protection. Don't post personal details such as your address, telephone number, bank details as these may make you, your family and friends a target. Without the correct security settings in place you are opening up anything you post to everyone – from journalists to criminals or even terrorists. It may not just be friends and family reading your updates.
- Acceptable behaviour – all personnel posting anything related to the company should follow the core values of their organisation such as: honesty, objective and act with integrity at all times. Online, on duty or off duty you should always behave in a lawful, appropriate and professional manner, wherever you are in the world.
- When using social media you are an ambassador for your company, you therefore should think about what you are about to post and ensure that it is correct and non-damaging.
- Make sure that your family and friends are also aware of the risks by posting information about you, your movements and company.
- Remember
 - What if it ends up on the front page of the papers?
 - Would you leave sensitive information lying on a park bench?
 - What if a terrorist or criminal gets this information?
 - Would you stand in front of people you didn't know and tell them about your life and personal details?
 - **What you say online stays on line forever!**

You should treat any document and any information dealing with any of the affairs of the Company, Vessel, passengers, visitors, guests or its clients (and where relevant the

clients of its clients) that may come to your knowledge – including, but not limited to accounts, correspondence, files, SOP's, documentation, business affairs or travel plans - with the strictest confidence and not divulge any information to a third party save with the consent of the Company. The actions of any passenger, guest, or crew member shall remain strictly confidential and shall not be disclosed in any manner for any reason, except where required as part of an official police or insurance enquiry and only then with prior written approval from the Company or the Vessel Master. You shall use your best endeavours to prevent any unauthorized third party from using any confidential information for any purpose whatsoever. These obligations shall continue for the duration of employment and shall continue after its termination.

You should refer all press or media inquiries to the Master/ CSO/Press Office. You shall use your best endeavour's to prevent any unauthorized press release or media exposure without prior written approval which will contain key messages, themes, lines to be taken and a written statement, the approval will only be granted after seeking legal advice from your internal legal department.

You should not copy, record, film or photograph any documentation, incident, vessel or client onto your own media device, phone, camera, storage device or any devices that have this application. You should not copy or authorize any third party the recorded information without written notice from the legal department.

10.10. A central debriefing should be given to the entire crew by the Master /SSO on the following:

Media policy for any images taken and information about the incident

Table 3: Media Do's and Don'ts	
Do	Don't
Do refer all media to your company media officer	Don't speak to the media without prior permission
Do inform your Master of any media approach	Don't speculate
Do ask for their contact details	Don't use inappropriate language
Do be polite	Don't discriminate
Do protect your personal information	Don't handover information other than instructed to by your master or media officer
Do ensure you know the companies policy on media	Don't take photographs other than for evidence and as instructed by your master
Do stay private	Don't publish on social media sites
Do be a credit to your company	Don't reveal your location on media sites
	Don't write anything in anger or spite on media sites
	Don't share official information on media sites (without first securing official permission and operating within the boundaries of the company's media policy)
	Don't publish images on media sites

11. Medical And Welfare



11.1. Trauma

Crew and rescued-personnel may run the risk of operational stress through the pressure of task and their possible exposure to extremely traumatic situations and events.

Reactions may include:

- Sadness
- Guilt
- Anger
- Shame
- Fear
- Disappointment

On completion of the task do not keep emotions bottled up, discuss your feelings with other members of the crew.

Table 3: Trauma Do's and Don't's

Do	Don't
Do express your emotions to someone	Don't bottle up your feelings
Do take opportunities to share your experiences with others as they may have something to offer	Don't avoid talking about what happened
Do make time to review the experience yourself, but don't isolate yourself from others	Don't expect memories to go away immediately, as they may be with you for some time
Do try to keep your routines	Don't be too hard on yourself , give yourself some allowance whilst you adjust to what has happened
Do try to be careful as accidents are more likely to happen if your mind is not focussed on the task you are undertaking	

Senior vessel Officers should make themselves available to discuss problems with crews as and when they arise

11.2. Shock

Shock is a state of physical shutdown. Your body enters shock when there is not enough circulating blood. Shock can cause multiple organ failure. It can lead to life-threatening complications, such as heart failure.

- The most common type of shock that crews will face are typically caused by the following:
 - Bleeding
 - Dehydration
 - Heart attack
 - Heart failure
 - Septicaemia
 - Spinal cord injury
 - Burns
 - Respiratory distress
 - Hypothermia
 - Chlorine or other hazardous substance poisoning
- Common Symptoms to look for are as follows:
 - Sudden drop in blood pressure
 - Hypotension
 - Cold skin
 - Clammy skin
 - Pallor
 - Cyanosis
 - Sweaty skin
 - Weak pulse
 - Rapid pulse
 - Irregular breathing
 - Rapid breathing
 - Shallow breathing
 - Weakness
 - Dilated pupils
 - Anxiety
 - Confusion
 - Lethargy
 - Reduced urination
 - Loss of consciousness

If you see symptoms of shock within a crew member of rescued-person you should seek medical advice immediately.

Please find attached **Annex D** Ebola information and fact sheet.

11.3. First Aid Levels

Although levels of first aid training aboard can be very basic, during incidents such as we are discussing, crews may be expected to administrate first aid to multiple persons. It is therefore important to make time to retrain and develop crews' capabilities. Scenario based training exercises should be written into the vessels training plans; skill fade is very prevalent amongst crews due to time lapse since certification.

11.4. General wellbeing / Cleanliness

Crew and rescued-persons should stay fit and clean to prevent sickness from spreading. If the rescued-persons are going to be on the vessel for an extended amount of time, cleaning facilities should be made available. Crew members should stay clean and administrate their own personal hygiene as a single member cannot afford to be lost through sickness or incapacity due the crew already being over stretched.

11.5. Accommodation & Life Support

- Regular cleaning should be maintained to prevent sickness and hazards. It is suggested that stewards implement a daily cleaning schedule
- Enough waste disposal bags should be placed around the rescued group accommodation areas
- Anti-bacterial gels placed around accommodation, galley and toilet areas
- Stewards should work with the galley staff to ensure that enough water is placed around the accommodation areas daily. This will limit movement of rescued-persons looking for a water supply.
- Daily safety and damage checks should be conducted on the accommodation to prevent injury
- Stewards should work in pairs and not alone

11.6. Human Behaviour / Atmospheric

It is important to monitor the behaviour of the embarked personnel to ensure that problems and issues are cleared up early to avoid threat escalation. During prolonged rescue operations a zero alcohol policy should be enforced.

Human Behaviour Characteristics and behavioural patterns of a subject who may be likely to threaten security:

- suspicious behaviour/nervous disposition
- angry, aggressive, threatening and violent behaviour
- unwanted attention and pestering approach
- continuous surveillance of crew and vessel
- repeated approaches to crew and vessel
- persons attempting to gain asset to vessel or facilities
- unknown persons loitering in vicinity for extended periods of time
- loitering and perhaps taking photographs or creating diagrams of vessels or facilities
- unknown workmen trying to gain access to facilities

Human Behaviour

R – Recognise the threat and response options

E – Evaluate the situation

A – Alternatives

C – Concentrate

T - Terminate the situation and get away ASAP

12. Disembarkation & Handover

12.1. Post Incident Report

The Master should submit an after action report / statement of facts to the receiving authority. It is suggested that prior to submission this report is submitted to the vessels CSO / DPA / Owner for approval. It is suggested that companies hold a template system for Masters to complete in such an incident as this will give the Master guidelines and allow him to complete it more efficiently.

Companies should keep this report on record for any future follow up post incident.



12.2. Post Incident Actions

- Support chain for any individuals with medical, mental, fatigue issues
- Discuss lessons learned
- The next evolution
 - Vessel search
 - Clean up
 - Stores and equipment check
 - Completion of any further reports
 - Praise for the task as necessary

13. Reorganisation



13.1. Lessons learned And Post Incident Management

So that procedures and industry can learn from past experiences as it is important to complete a lessons learned report. (Including the “in office” procedures implemented by the crisis management team.

Post incident Human-resources management:

- Hours of work/rest
- Potential time delays (for crew changes)
- Crew may have to be interviewed by authorities (delay)
- Time/pay/conditions disputes
- Potential temporary Non-compliance with MLC during process of rescue
- Compensation claims for injury, psychological trauma, loss of time/earnings due to conducting rescue (crew)
- Consider time off for crew (“decompression”) and longer term management of psychological impact.

13.2. Search and cleaning

- A full vessel search as per the SSP should be conducted as soon as possible after the disembarkation of the rescued group. It is possible that rescued-persons may try to stowaway during the disembarkation process as they may not wish to be handed over to authorities in a country where they don’t want to be. This search should be conducted before leaving the port or before the local authority’s vessel leaves if done at sea.
- It is possible that stowaways may become aggressive if found through fear of being handed over. Searchers should work in pairs as a minimum and have good forms of communication in case they need to call for assistance.
- During cleaning of the vessel it is the ideal time to check for damages and defects which should be reported to the OOW.

13.3. Resupply of stores and equipment

Conduct a complete stores and equipment check so that losses, damages and resupply reports can be made.



14. Summary

With worldwide communications now available to even the poorest countries, refugees, have become more educated with regards to their rights on claiming asylum etc. This may be from word of mouth from persons who have successfully claimed asylum, through the internet, or other sources.

As a result more persons are willing to risk the journey across oceans to find a better life for them and their families. The downside is more and more attempts are being made with disastrous results and increasing risks being taken often through desperation.

As a Master on-board a vessel, not only are you legally required to offer assistance to a vessel in distress, it is also morally right. The initial rescue stage is only the middle phase of this operation, prior planning and preparation (including training and rehearsals) and the aftermath of the rescue also needs to be focused on.

Ship-owner, manager's, masters and crew need to be made aware and trained for such a rescue operation and training needs to focus on all involved being correctly educated and trained, equipped and prepared for such an eventuality.

It will be impossible to avoid being involved in a rescue operation. If you are on the scene, the situation will unfold around you whether you are prepared for it or not. Difficult decisions will need to be made at every level – with both onshore management and the crew being crucial in supporting the central role of the master: a lack of trained support and knowledge could be disastrous.

A successful rescue operation has the potential to save many dozens or hundreds of human lives; a poorly managed rescue operation has the potential to exacerbate the situation, causing death and injury to migrants and crew alike; causing significant delay, expense and damage, and leaving the company vulnerable to great and long lasting moral, legal and financial repercussions. Is your vessel prepared for this, increasingly likely, eventuality?

Index of Annexes

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References

- International Chamber of Shipping – large scale rescue operations at sea
- InterManager
- IMO
- UNCLOS
- World Health Organisation (WHO)
- UNHCR
- ILO
- SOLAS
- ICS
- Isle Of Man Flag
- BBC
- Norwegian Shipping Association
- Allmode Best Management Practices for Implementing an Effective safety Culture
- Allmode Best Management Practices For Crisis Management
- Images: i-Stock by Getty images & Allmode Ltd

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Annex A. Masters Report Form For Large Scale Rescue Operations At Sea

Section 1			
Author of Report		Officers	
Name: E-mail: Rank:		Master: Chief Officer: Liaison Officer:	
Rescue Vessel Details		Date/Time /Position of Rescue	
Vessel Name: IRCS: IMO Number: Flag State: Company: Vessel Type: (☒ as appropriate) <input type="checkbox"/> Commercial Vessel <input type="checkbox"/> Pleasure Craft <input type="checkbox"/> Cruise Ship <input type="checkbox"/> Fishing Vessel <input type="checkbox"/> Other (detail below)		Date: Time: hrs UTC. hrs Local Position: ° ' " N - ° ' " E COG: ° SOG: Knots Weather & Sea State Sea State: Wind Speed True (Knots): Weather: Visibility: nm Nearest Point of disembarkation Nearest Port Name: ETA to nearest Port: Port Authorities informed of rescued-persons:	
Nature of Rescue	Agencies Informed	Distressed Vessel Details	Personnel Description
<input type="checkbox"/> Sinking Vessel <input type="checkbox"/> Persons on life raft <input type="checkbox"/> Persons in water <input type="checkbox"/> Drifting vessel <input type="checkbox"/> Other (detail below)	<input type="checkbox"/> DPA <input type="checkbox"/> CSO <input type="checkbox"/> Nearest SAR centre <input type="checkbox"/> Vessel Flag State <input type="checkbox"/> Navy Warship <input type="checkbox"/> Nearest Land base <input type="checkbox"/> Other (detail below)	Flag State: Vessel ID No: Vessel Type: <input type="checkbox"/> Dhow <input type="checkbox"/> Fishing boat <input type="checkbox"/> Skiff <input type="checkbox"/> Ferry <input type="checkbox"/> Commercial vessel <input type="checkbox"/> Life Raft <input type="checkbox"/> Other (detail below)	Nationalities of rescued-persons: Total No of personnel : No of Males: No of Females: No of Children: No of Infants (under 3): Port embarked: Destination:
Victualing Stores		Are the rescued group claiming Asylum: <input type="checkbox"/> NO <input type="checkbox"/> YES (if YES in what country) :	
No of days to sustain life support for all persons onboard:			
Assistance Request Received by	Evidence Available	Casualties	
<input type="checkbox"/> VHF <input type="checkbox"/> DSC <input type="checkbox"/> GMDSS <input type="checkbox"/> Sat-C <input type="checkbox"/> Visual <input type="checkbox"/> Other (detail below)	<input type="checkbox"/> Photographic <input type="checkbox"/> Video <input type="checkbox"/> Vessel VDR Recorder <input type="checkbox"/> Chart & position <input type="checkbox"/> Other (detail below)	<input type="checkbox"/> NO <input type="checkbox"/> YES General Health of rescued group: Injuries if known: Total No of Corpses already expired prior to rescue): No of Males: No of Females: No of Children:	
Means of Casualty Evacuation		Evacuation Point	
<input type="checkbox"/> Helicopter. <input type="checkbox"/> Transfer Vessel. <input type="checkbox"/> Alongside in Port.		Helipad <input type="checkbox"/> Winch <input type="checkbox"/>	Pilot Ladder <input type="checkbox"/> Steps <input type="checkbox"/>

Section 1 (continued)**SOLAS Equipment**

Is there enough SOLAS equipment to support rescued Group: ☐ YES ☐ NO (if NO, give details & numbers of deficit in equipment)

Section 2.**Statement of Fact**

Section 3.	What Action Was Taken
By the Master:	
By the Chief Officer:	
By other crew members:	
Delay to Passage / Operations: <input type="checkbox"/> NO <input type="checkbox"/> YES (if YES give details) :	
Section 4.	Further Actions Required
<input type="checkbox"/> NO <input type="checkbox"/> YES (if YES give details) :	
Section 5.	Other Relevant information

Annex B Masters Interview Form

Masters Vessel Details			
Vessel name	IMO Number	Call Sign	Vessel Email
Vessel Phone	Maters Name	Date Of Interview	Name Witness
Vessel Flag state	Vessel Owner	CSO	Management
Interviewee information			
Name of interviewee			
Nationally			
Date of Birth			
Gender			
Embarkation Port			
Position on the vessel Guest / Passenger / Crew member			
Where are you going to / Disembarkation Port			
How long have been aboard			
How have you been treated			
Masters Statement of Facts / Points			

Annex C Accommodation Record Form

Accommodation Record Form			
Accommodation location	Deck	Cabin Number	
Number of Rescued-persons in accommodation			
Male	Female	Children	Infants
Total Number			
Names or Numbers of Rescued-persons			
Number	Name	Gender	Remarks
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Annex D Crew Security Brief

Crew Security Brief			
Name Of SSO	Rescued groups liaison person		
OOW	Vessels liaison Officer		
Security Staff on Duty			
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
Restricted areas as per SSP / Areas rescued-personnel should not have access to			
Security Team Areas of Responsibility			
Team 1			
Team 2			
Team 3			
Team 4			
Team 5			
Restricted areas to be checked regularly without setting patterns			
Report all security breaches or damages to the SSO/ OOW immediately			
Never work alone always patrol as a minimum of 2			
Security Equipment Check			
High visibility vest			
Flash light			
Radio & spare batteries			
Note book & pen			
PPE / Dress			
Other specific to vessel			
Reporting Chain of Command			
SSO			
OOW			
Liaison Officer			
Security Watch Rotations			
Duty Duration		Handover Time	
Handover / Take over location			
Communications Check Schedule			
Radio check with the bridge every 30 minutes , OOW to action			

Remarks / Extra points

If an argument or fight breaks out amongst the rescued group call the SSO/OOW for assistance. Remember the following :

Personal Dynamic Risk Assessment :

P – Person are they acting normally?

O – Object do they have an object that can harm me?

P – Place can I get away?

Conflict Management :

R – recognise the threat and response options

E – evaluate the situation

A – alternatives

C – concentrate

T - terminate the situation and get away ASAP

Other:

Annex E Search Record Card

Date	Time	Name of person searched	Type of search	Searcher	witness	Remarks	Signature
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				
			Bag Person				

ANNEX F: Example Safety Signs

Use this ladder one at a time, Wear your lifejacket, Tie the safety rope around you first, Thankyou (Arabic)

واحد وقت في واحد هذا سلم ت سلق الرجاء
بك الخاصة ال نجاة س ترة ارتداء
ل ن فسك ال سلامة ح بل رب ط أولاً،
ال شكر



No Smoking, Thankyou (Arabic)

ال تدخين لا
ل شكر



Danger, Restricted Area, Do not enter, Thankyou (Arabic)

خطر
محظورة منطقة
ب إدخال ت قم لا
ل شكر



Annex G: Ebola Information and Fact Sheet

The Ebola virus is a Haemorrhagic fever (VHF), which is thought to have originated in animals, most probably bats. It has affected three West African countries in particular – Liberia, Guinea and Sierra Leone. The first case in 2014 was notified in March) and this has been the largest and most complex Ebola outbreak, since it was first discovered in 1976.

It belongs to the virus family Filoviridae, which consists of five species, three of which are responsible for the current outbreak in West Africa.

How is it spread?

Ebola is carried by certain animals, such as chimpanzees, gorillas, fruit bats, monkeys, forest antelope and porcupines in the rainforest. It is spread to humans through direct contact (through broken skin or mucous membranes) with fluids from these animals and can only be spread human to human, by direct contact with blood, secretions, organs and other bodily fluids and through surfaces and materials (bedding and clothing) contaminated with the virus. Anyone treating or coming into close bodily contact with a rescued-person is at risk of contracting the virus. The traditional burial practices used in West Africa involve the dead person's body being washed and prepared before burial. The dead body is highly contagious and those treating it are at heightened risk of infection.

People remain infectious for as long as their blood and body fluids, such as breast milk, contain the virus. Men who have recovered from the virus can still contain the virus in their semen for up to seven weeks after recovery.

The incubation period for the virus is 2 – 21 days. Humans do not become infectious until they start to show the symptoms. The current fatality rate is around 50%.

What are the Symptoms?

Initial:

- Onset of fever fatigue
- Muscle pain
- Headache
- Sore throat

Later symptoms:

- Vomiting
- Diarrhoea
- Rash
- Impaired kidney and liver function
- Internal bleeding
- External Bleeding (from the nose and mouth)

Similarity to other contagious diseases:

These symptoms of Ebola are very similar to those of other viruses that can be contracted in West Africa, so it is important to confirm that the rescued-person actually has Ebola. This is done by ruling out the possibility of other diseases, through investigations; and the sampling of the rescued-person's fluid, to rule out malaria, typhoid fever and meningitis. Treatment centres will start by treating these illnesses whilst the blood is being tested. (Remember that the sample taken from a potential rescued-person is an extreme bio-hazard risk.)

What to do if a rescued-person is identified?

All ships should have an action plan ready and trained for, if they are visiting areas where Ebola had occurred. It is a real and dangerous risk, especially if leaving the ship and going ashore is necessary. Furthermore, exporting product from affected countries has its risks and crews should be trained in how to handle such exports safely, especially food items.

The action plan should outline a thorough and well-trained procedure as to what to do with an affected rescued-person.

Prevention and Control:

A good action plan will include precautions, alongside with clear outbreak control management, surveillance and contact tracing methods. There should also be strict guidance on how to dispose of any dead bodies.

Prevention:

- Do not have any physical contact with people on-shore. This will include the use of gloves and protective masks and clothing, when handling anything that comes aboard the ship from an infected country.
- Do not shake people's hands onshore, as is customary in such countries.
- Do not consume raw meat or 'bush meat'
- Do not touch animals, dead or alive, without protective gloves.
- If cooking meat or blood products, ensure that it is thoroughly cooked.
- Wash hands regularly with soap and hot water.
- Avoid areas of large numbers of people, such as markets, churches and particularly burials.
- Do not touch a known rescued-person's belongings, clothes and sheets without the appropriate protection.
- Wash and peel fruits and vegetables before consumption.
- Have disinfection stations at entrances to the vessel, including places for washing footwear (shoe baths).
- Limit access on-board to only essential visitors, who have to undergo cleaning procedures.
- Restrict shore leave and set out clear guidelines for those who have to go ashore.
- Avoid crew changes in affected ports.
- Implement strict and thorough stowaway searches.
- Maintain a high level of security.

Control:




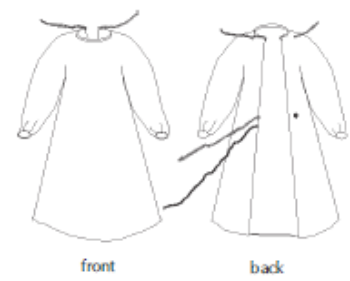
If a crew member is suspected of having the virus, immediate action is required to prevent the spread of the virus.

- Have an area sealed off as far away from other crew as possible. This becomes a restricted area, accessed only by those in full protective equipment (full body suits, masks, goggles, gloves and boots) The area should have visible signs as a restricted area. The protective clothing has to be disposed of effectively once used or cleaned in sterile conditions by those in protective equipment.
- Rehydrate the rescued-person and give pain relief to make comfortable.
- Have a procedure to contact medical experts onshore for help and advice.
- Get a blood sample from the rescued-person to be sent for testing onshore. Remember this sample is an extreme bio-hazard.
- Have exclusive wash facilities for the rescued-person only.
- Start to piece together a picture of the contacts and whereabouts that the rescued-person has had pre-diagnosis.



- Put these people under surveillance for symptoms of the disease. (incubation period of up to 21 days)
- At the first signs of symptoms, they should be sent to the isolation ward.
- Contact with clothing and bedding of rescued-personnel should be carried under strict protective conditions.
- Port authorities will need to be informed.
- No one is permitted to enter or leave the ship.





PPE and Infection Control:

Table 1: Suggested Personal Protective Equipment²⁷

#	Description	Fig.
1	Scrub suit or inner layer: Wear a scrub suit or a set of old clothes brought from home (Ship's Coveralls)	 <p><i>Inner Layer (Coveralls)</i></p>
2	Thin gloves: These permit fine-motor function when examining or caring for rescued-personnel. They can be latex, vinyl, or surgical gloves; they do not need to be sterile. The gloves should reach well above the wrist, preferably 10 cm to 15 cm long (4inches to 6 inches), measuring from the wrist up along the arm.	 <p><i>Thin Gloves</i></p>
3	Boots: Boots or overboots should be worn over work boots when infectious waste is on the floor. Common rubber boots are recommended. The sides of the boots should be at least 30 cm (12 inches) high and have textured soles. If boots are not available, wear two layers of plastic bags.	 <p><i>Plastic Bags As Overboots</i></p>
4	Gown or Outer Layer: Wear a disposable surgical gown or a cotton gown over the first layer of clothes. Disposable surgical gowns can be reused by the same crew member if they are not contaminated and are not obviously dirty and torn. When the supply of disposable gowns is limited, wear a cotton surgical gown that can be washed and reused. The gown should: <ul style="list-style-type: none"> • Open at the back and close with ties at the neck and waist. • Be knee-length with collar wraps around the neck and elastic bands to close the gown around the wrist. If elastic bands are not used, sew on cotton loops. They can be hooked around the thumb to hold the sleeve in place. If the supply of cotton surgical gowns is limited, make additional gowns from cotton fabric. 	 <p><i>Outer Gown</i></p>

²⁷ World Health Organisation, *Infection Control for Viral Haemorrhagic Fevers*, (1998)

<p>5 Plastic Aprons: Wear a plastic apron over the outer gown. The apron prevents contact with infectious body fluids that may soak through protective clothing when the rescued-person bleeds, coughs or vomits. Plastic aprons should be worn by anyone who has direct contact with a suspected VHF case or infectious body fluids. The apron should:</p> <ul style="list-style-type: none"> • Have hooks or ties that fasten around the neck. • Have ties at the waist that reach around and tie at the back. • Be long enough to cover the top of the boots and provide additional protection from spills running inside the boots. 	 <p><i>Plastic Apron</i></p>
<p>6 Thick gloves: These are worn over an inner pair of thin or latex gloves. They are worn to clean spills, launder reusable protective clothing and rescued-person bedding, handle disposable waste, and conduct autopsies and burial preparations. The gloves can be made of neoprene or thick rubber. They should reach well above the wrist, about 30 cm (12 inches) up the arm. When thick rubber gloves are not available, use normal kitchen gloves as the outer layer of gloves. If the supply of gloves is limited, wear one pair of gloves. Disinfect them after each contact with the VHF rescued-person or with infectious body fluids and contaminated material. If gloves are not available, use plastic bags to cover the hands. If nothing is available to serve as a glove or hand covering, make sure health facility staff wash their hands with soap and water immediately:</p> <ul style="list-style-type: none"> • After every contact with the VHF rescued-person • Before leaving the rescued-person's presence • After any contact with infectious body fluids • After contact with any contaminated material. 	 <p><i>Outer Gloves</i></p>  <p><i>Plastic Bag As Outer Glove</i></p>
<p>7 Mask: Masks protect the crewmember's face from contact with blood or droplets of infectious body fluids. Use masks that cover the mouth and nose. Use a HEPA-filter or other biosafety mask, a surgical mask, or a cotton mask made locally.</p> <p>HEPA-filter or biosafety mask: A HEPA-filter mask filters the air to prevent breathing in small particles and harmful microorganisms. It provides protection from airborne transmission of microorganisms. A HEPA-filter or biosafety mask is lightweight and easy to use. It can be reused by the same crewmember as long as it continues to fit comfortably and the mask does not become contaminated, crushed, or splattered with body fluids. Do not touch the mask after it has been put on. The mask may become contaminated once it is touched. To avoid the necessity for touching the mask, make sure it fits comfortably before entering the rescued-person's room. When handling a reused mask, hold it by the strings. Be careful that the outside surface does not touch the crewmember's face.</p> <p>Consider using Half or Full-mask industrial RPE as a convenient substitute</p>	 <p><i>HEPA-filter/Biosafety Mask</i></p>  <p><i>½-Mask RPE</i></p>

	<p>Surgical mask: If HEPA-filter or other biosafety masks are not available, use surgical masks.</p> <p>Surgical masks will not filter out small particles, but they will protect the crewmember from droplets or splashing of body fluids.</p> <p>A surgical mask can be reused by the same crewmember as long as it is not contaminated and not obviously dirty and torn.</p>  <p><i>Surgical Mask</i></p>  <p><i>Improvised Cotton Mask</i></p> <p>Cotton mask: If surgical masks are not available, use cotton masks made from four or five layers of cotton cloth sewn together.</p> <ul style="list-style-type: none"> • Use a different colour for each side of the mask. <p>This will help crewmembers quickly identify which side should be worn inside.</p> <ul style="list-style-type: none"> • The mask should have ties that are long enough to reach behind the head. <p>Cotton masks will not provide protection from breathing in particles, but they will provide protection against splashes and other droplet contact with infectious body fluids. A cotton mask can be reused by the same crewmember as long as it is not contaminated and not obviously dirty and torn.</p>
<p>8 Head covering: A head covering or cap protects the hair and head against splashes from the rescued-person's vomit, blood, or other body fluids.</p> <p>Use disposable or cotton caps.</p> <p>If disposable caps are not available, make cotton caps from locally available cotton fabric. Include ties so the cap does not fall off when the crewmember bends over a rescued-person.</p> <p>If cotton caps are not available:</p> <ul style="list-style-type: none"> • Use a scarf, bandanna, or large piece of cloth. • Fold the scarf, bandanna, or cloth and wrap it around the head. 	 <p><i>Head Covering</i></p>
<p>9 Eyewear: Wear clear eyeglasses or non-fogging goggles to protect the eyes from splashes or spills of infectious body fluids.</p> <p>Place ties on the ear holders.</p> <p>Tie the eyeglasses around the back of the head so they will not fall off when a crewmember bends over a rescued-person.</p> <p>If available, wear commercial non-fogging goggles instead of eyeglasses. (Safety Glasses)</p>	 <p><i>Eye Protection</i></p>

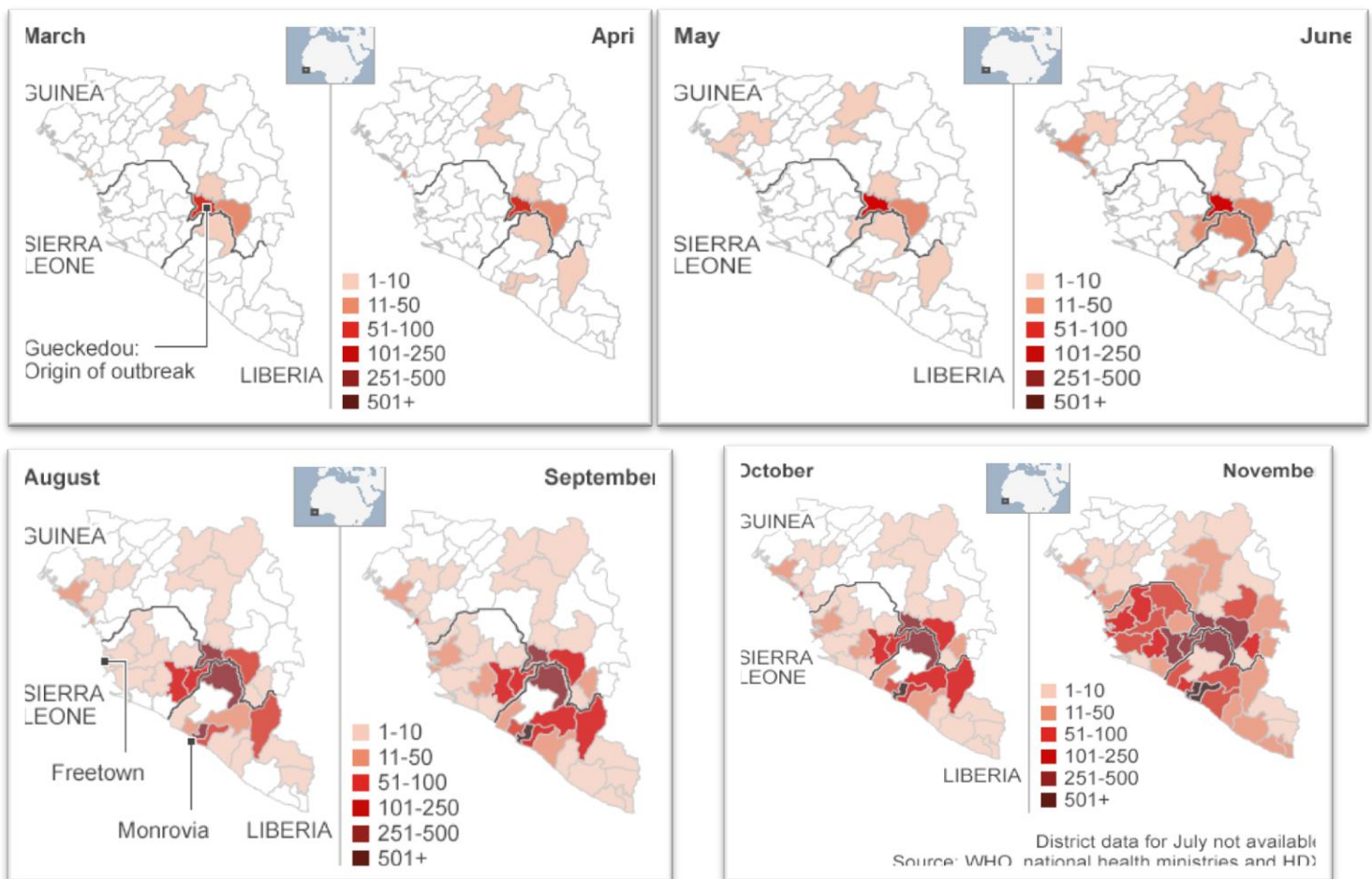
Human Remains and Infection Control:

In the case of a death, limit the contact with the body to a bare minimum and wrap in a tough body disposal bag until instructed as to the procedure of disposal by the port authorities. A dead body is highly contagious and can transmit the virus if touched. (This includes the victims clothing and bedding, which will have to be disposed of under strict contamination procedures.

At present, some of the shipping industry's biggest trade associations are making modifications to the contracts for freight companies in the light of the Ebola outbreak, but are accused of not going far enough to protect crews from the highly dangerous virus. There is no doubt that the presence of the virus on such a large scale will have financial and legal ramifications for the shipping industry. The spread of the virus is not abating in countries like Sierra Leone, where people are still highly suspicious of western help and aid and do not understand or want to comply with the restrictions and advice given surrounding infected or dead relatives. Many victims are still being hidden from the authorities and precautions are not observed regarding the disposal of dead loved ones, increasing the likelihood of more cases.

Insurance claims against shipping companies will be affected and the shipping authorities will need to be pro-active in preparing for the implications that the further spread of the virus will have.

Fig 1: BBC map showing the spread of the virus, shows a clear picture of the continued spread of Ebola.



Annex H: ISIS (Allmode Comment)

ISIS are, by now, familiar to us, through their many public beheadings and kidnappings of foreign hostages to be used in publicity propaganda. They are without doubt the major concern for all foreign workers present in many of the Arab states and the local population who are struggling to survive daily. They are no longer restricted to their traditional power bases in the cities and towns in Iraq and Syria, but are extending their influence in neighbouring countries such as Egypt and Libya, taking full advantage of the economic and political struggles of both countries.

They have sympathizers and followers throughout Europe, who are either engaged in current campaigns or returning from fighting indoctrinated with a vision of their ideology for the future. (Figures from Europol suggest that 5,000 EU citizens are engaged in fighting in Syria or Iraq or have travelled to these countries and returned home.)

Recent news headlines and comments from military sources, such as the Italian Minister of Defence, have suggested that ISIS have the motive and means to adopt a maritime attack strategy in the Mediterranean Sea, which would have huge implications for the shipping community in general. Parallels can be drawn with the recent experience of piracy off Somalia, which has plagued the shipping community for many years and continues to do so.

But what are the real chances of ISIS carrying out such threats and how can the shipping community prepare for such a situation actually happening?

Geo-political Situation

ISIS have developed training camps in Libya and are active in the Sinai Peninsula in Egypt, alongside other jihadist groups who are sympathetic towards or affiliated to them. These groups may not be directly involved in ISIS operations, but rather allow them to operate on their territory. The most prevalent of these groups are the Salafist jihadist group Ansar Beit al-Maqdis, who have openly pledged allegiance to Adu Bakr al Baghdadi.

In Libya, the eastern town of Derna has long been governed by a federation of jihadi groups providing a permissive environment in which ISIS can operate. It is likely that they have become more powerful than the established jihadi group Ansar al Sharia. However, they are currently working with other groups, rather than superseding them.

Intelligence sources indicate that ISIS have around 800 fighters in Derna and dozens of training camps on the outskirts of the town, along with larger facilities in the Green Mountains nearby. These facilities are said to be training new recruits from Africa and returning jihadist from Syria and Iraq.

Derna however, is situated between Tobruk (where the Libyan House of Representatives have established their base as the UN recognised government) and Benghazi (where the army of General Khalifa Haftar is attempting to establish control from which to govern the rest of Libya ("Operation Dignity")).

Further west, the city of Tripoli is under the control of the other de-facto government, Libya Dawn, who are a disjointed coalition of former al-Qaeda jihadists, Berber ethnic militias, members of the Libyan branch of the Muslim Brotherhood and a network of conservative merchants from nearby Misrata. In effect, the country now has a series of warring states, west versus east, with three main groups vying for power; Libya Dawn, Operation Dignity and Jihadist groups. Many see this as two main groups, with the jihadist as the 'spoilers'²⁸.

²⁸ Jason Pack, Cambridge University

Means and Motive

So, could ISIS really launch a maritime campaign in the Mediterranean to disrupt the shipping community and lure Europe into acting? In theory, yes they could.

Libya has a coastline of around 1,000 miles and ISIS are known to have multiple resources and funds at their disposal. They are well armed and motivated and thrive by engaging in activities that cause worldwide condemnation and possible over-reaction. This gives them power and the image that they are greater in number than they are in reality. By making countries react, they bolster their numbers by showing western aggression as the enemy. Consider the beheading of the 21 Egyptian Coptic Christians. Immediately, Egypt reacted with airstrikes and ISIS with retaliatory car bombings. Now, thousands of Egyptians are fleeing Libya, back to Egypt for fear they may be targeted. This is effectively clearing a path for ISIS to exploit and forcing governments to pick sides.

ISIS claimed this week on social media that they intend to send 500,000²⁹ towards Europe in hundreds of boats to cause havoc. Would they have the numbers to do this? Probably not, it is thought that there are anywhere between 1,000 to 3,000 fighters on the ground in Libya, however if they were to use the hundreds of migrants that leave the Libyan coast on almost a daily basis, as their pawns, they could cause enough fear to spark a reaction, or in their hopes, an over-reaction.

Libya is close to the European shores (400 miles from Sicily). As stated by the Italian pro-ISIS blogger Adu Irhim al-Libi, ISIS could reach these shores using small boats. He goes on to suggest that such action could close shipping lanes and that ISIS could target “crusader” ships and tankers. He has written an article entitled, ‘Libya: The Strategic Gateway for the Islamic State.’ However, the reality is that ISIS are not really intent on reaching Europe, as they have their disciples already there, in every major city. They want to be noticed and feared and the best way for them to do this, is to continue parading their captives in orange overalls, for the world to see.³⁰



Figure 1: ISIS Prepares to murder 21 captive Egyptian Christians in Libya (Mediterranean Sea in background)

The Mediterranean accounts for about 15 percent of global shipping activity (approximately 220,000 ships annually) and approximately 370 million tons of oil are transported per-year by around 600 tankers a day. More than 200 ferries transport about 150,000 passengers daily, not to mention the thousands of fishing boats that rely on the sea. Many wealthy people from all over Europe use the Mediterranean as their playground, moving from country to country in their superyachts.

²⁹ *Le Figaro*, “L’État islamique menace d’envoyer 500.000 migrants en Europe depuis la Libye”, (Feb 2015)

³⁰ Abu Arhim al-Libim (ISIS Supporter)., *Libya: The Strategic Gateway for the Islamic State*, translated and published by Winter. C, *The Quilliam Foundation*, (Feb 2015)

Table 1: Potential Courses of Action	
Most Likely Course of Action	Most Dangerous Course of action
<p>They may target the wealthy, as possible high value hostages to be paraded in front of the cameras on social media as a means of extorting funds to continue their campaign³¹.</p> <p>More likely, is the taking of hostages for both media attention and economic gains. This would allow ISIS to continue to advance in countries such as Libya. Hostages can be sold and traded amongst jihadi groups, enabling cooperation to continue. Hostages can also be used as human shields to prevent local militia or armies (such as Khalifi Haftar's) from attacking.</p>	<p>ISIS could use migrant boats, which they already use as cash-cows, as human missiles for these tankers and cruise ships.</p> <p>Perhaps an even more high profile option would be either using suicide bombers or planted explosive devices aboard a rescuing vessel. Worse still could be the pirating of a vessel by disguised ISIS operatives once aboard who then use the vessel as weapons, crashing it into a port, into other vessels, detonating it in a strategic location causing significant environmental, commercial disruption not to mention the potential loss of life. Envisage the scenario of a laden VLCC being detonated and sunk in the entrance to Valetta harbour. The potential consequences are unthinkable.</p>

In either eventuality, they pose a significant threat. Both would seem attractive to them, and the fall-out would be a significant impact on EU state business. It would draw significant media attention and strengthen their psychological impact.

However, just because these scenarios are possible, does not mean that they are probable. The taking of many innocent lives in one "spectacular" could be detrimental to retaining the sympathies of their followers, or could bring consequences on a large scale that would effectively prevent them from achieving their goal.



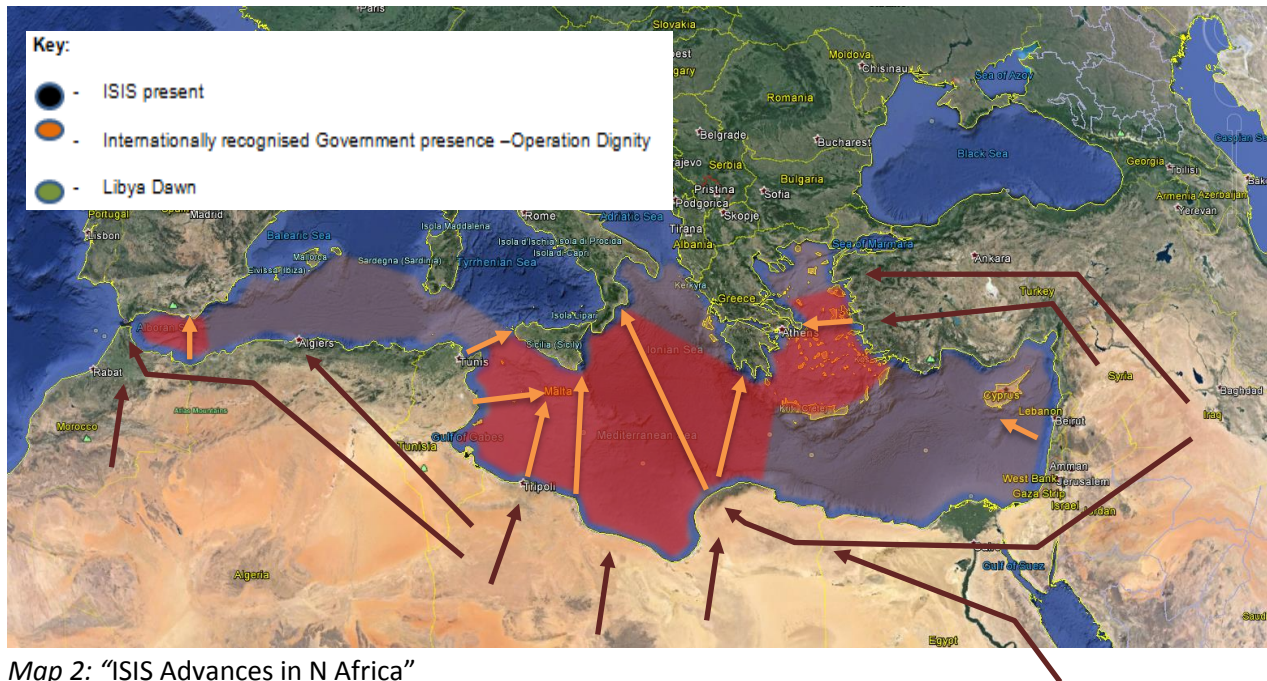
Figure 2: An Excerpt from an unofficial ISIS strategy statement and propaganda document, outlining designs on southern europe and the mediterranean

³¹ Parry, Chris (Rear Admiral) in, *The Sunday Times*, "Yachties at risk as Isis takes to the sea" (Feb 2015)

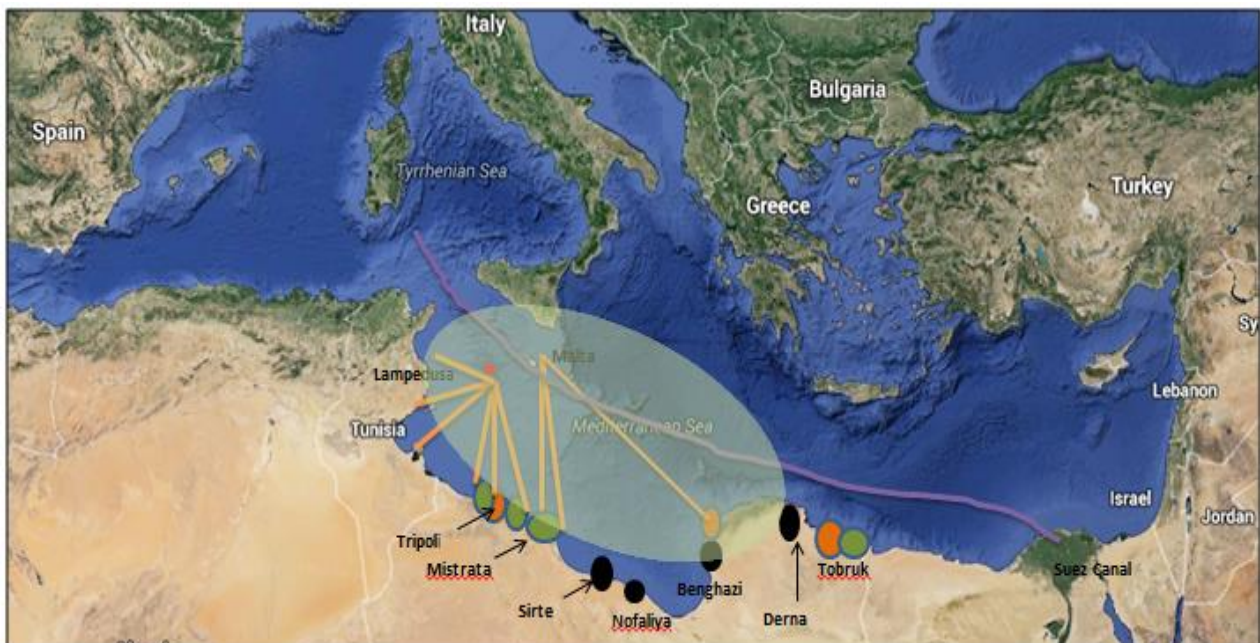
Large Scale Migration and ISIS, The link:

The link between ISIS and Large Scale Migration in the Mediterranean³² has been explicitly stated³³. Whether that is by using the ingress of migrants to camouflage their movements into Europe,³⁴ hijacking migrant boats³⁷ or in order to specifically target commercial shipping and yachts³⁸

Map 1: "Routes and Migrant Heat-map"³⁹



Map 2: "ISIS Advances in N Africa"



³² Allmode, *Best Management Practices for Large Scale Rescue Operations*, (March 2015)

³³ Abu Arhim al-Libim (ISIS Supporter), *Libya: The Strategic Gateway for the Islamic State*, translated and published by Winter. C, *The Quilliam Foundation*, (Feb 2015)

³⁴ Stavridis, Jim (Admiral) in, *The Sunday Times*, "Yachties at risk as Isis takes to the sea" (Feb 2015)

³⁵ *The Telegraph*, "How ISIL spread to Libya - and now has Europe in its sights", (Feb 2015)

³⁶ *The Times*, "Isis uses people trafficking routes to get into Europe" (March 2015)

³⁷ *The Independent*, "Isis plans to use immigrant ... to cause terror in Europe and close shipping routes", (Feb 2015)

³⁸ *The Telegraph*, "Islamic State 'planning to use Libya as gateway to Europe'", (Feb 2015)

³⁹ International Organisation for Migration, "Migrant Deaths on World Borders" (2015)

What precautions could be taken?

Increased information sharing amongst the firstly the European states and then the broader international community should be the key. Particular attention needs to be given to the numerous boats leaving the Libyan coast on a weekly basis. This could be done by developing a more integrated maritime surveillance system whereby timely data is shared amongst states most at risk and on the front line. Admittedly, Frontex have Eurosur, which is an information exchange system coordinated by National Coordination Centres. However, this is still being developed does not yet have great breadth or depth. Monitoring of the Libyan coast is crucial and any unusual activity should be alerted and information shared within the shipping community.

Training for security related issues should be paramount in the shipping industry for management, senior officers and crews. Security measures should be in place to react to any information received or unfolding situation.

Due to the nature of the terrorist and organised crime (people traffickers) related threat it is vital that shipowners and crews remain vigilant to the threat of political and crime related violence. Terrorists and people traffickers will be armed, violent and unscrupulous, and will not hesitate to use violence to achieve their aims (or as an end in itself)

Specialist training advice and support should be sought, including:

- Training
 - STCW PDSD
 - STCW HELM
 - STCW Crowd Management
 - STCW Crisis Management And Human Behaviour
 - Conflict Management
 - Allmode Large Scale Rescue at Sea (LSRS) (Management/Officers/Crew)
 - Allmode Crew-Safe
- Expert advice and crisis management, on-board and ashore, to assist in the planning for, management of and conduct of emergency response in order to mitigate the potential human and financial impact on the vessel/company
- Consideration may be given to embarking additional advisors for a transit via the southern Mediterranean. This embedded advisor should be a security specialist with training in dealing with maritime security threats and a high level of medical and first aid training including trauma. He will be available to provide training and expert advice to the crew, and to assist in the event of any threatening act, conducting international liaison and providing advice to the master, enabling him to make the most informed and logical decision in a high-pressure and rapidly changing environment.

For Further Information On:

- Training
- Security Services
- ISM / Health & Safety Services
- Intelligence Support

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