

# Standard Operating Procedures | External



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EUROWA is a project co-financed by the EU under the Union Civil Protection Mechanism, developed in cooperation with Wildlife Rescue Centre Oostende, RSPCA, WWF Finland, PRO Bird, Estonian Fund for Nature, CVFSE, Tim Thomas and coordinated by the Sea Alarm Foundation.

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**Sea Alarm Foundation, December 2016**

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Front cover: Oiled wildlife response exercise organised by Shell in the Netherlands.

Picture by Sea Alarm

Back cover: Rehabilitated common eiders • Picture by PRO Bird

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## A.1 Introduction

**The EUROWA Module aims to provide training and technical assistance on oiled wildlife response to European Member States<sup>1</sup>. The Module consists of experts and equipment that can be mobilised 24/7 to complement the capability or capacity of a local wildlife response. The experts of the Module will act as a Tier 3 international team (see Box 1). They can assist with management aspects of the wildlife response, its integration into the larger response, all aspects of collection and treatment of oil-affected animals, and the education and coaching of local responders.**

This document describes:

- the composition of the Module
- its technical capabilities and capacity
- the procedure by which it can be mobilised
- the way the mobilised Module will operate in conjunction with local resources and stakeholders
- the support that is required from Requesting Party (RP) to ensure the optimal functioning of the Module after arriving
- and other necessary information connected to division of tasks, demobilisation and the compensation of costs.

It should be noted that EUROWA cannot be considered a pure 'module' since by its very nature it does not fully meet the EC's requirements for civil protection modules (mainly as regards self-sufficiency). Therefore, although EUROWA is referred to throughout this document as a Module, this should be considered an intention for the future. The operational procedures in this document and modalities of mobilising EUROWA assistance are unaffected by this change in terminology.

*1 | For the purposes of this document, European Member States means those countries which participate in the EU Civil Protection Mechanism. In exceptional cases countries outside of the EU could be considered for Module mobilisation. In exceptional cases countries outside of the EU could be considered for Module mobilisation.*



Fig 1. Wildlife response experts at a training event



Fig 2. Oiled wildlife response equipment



Fig 3. Necropsy of oiled birds during the Prestige oil spill



Fig 4. Seabirds in the post-wash care phase of rehabilitation

### A.1.1 Oiled wildlife response

Oiled wildlife response is defined (IPIECA, 2015) as the combination of activities that aim to minimise the impacts of an oil spill on wildlife (such as birds, mammals and reptiles) by both preventing the oiling of wildlife where possible and mitigating the effects on individuals when oiling has taken place.

Response activities include:

- the assessment of wildlife response needs in each situation
- real-time monitoring of the whereabouts of wildlife in relation to the oil
- protection of nesting/haul-out and other sensitive sites
- hazing and deterrence (scaring animals away from oil)
- pre-emptive capture and collection of un-oiled animals and their offspring/eggs
- collection and analysis of corpses
- euthanasia of oiled wildlife casualties where necessary
- rehabilitation of oiled animals, their release to the wild and finally monitoring of post release survival.

#### Box 1 | Definition of tiered response (IPIECA 2015)

The tier classifications are broadly defined as follows:

- Tier 1: Capability necessary to handle a local spill and/or provide an initial response.
- Tier 2: Regional capability necessary to supplement a Tier 1 response, including general equipment and specialised tools and services.
- Tier 3: Global resources necessary for spills that require a substantial additional response due to incident scale, complexity and/or impact potential.

<http://www.ipieca.org/publication/oil-spill-preparedness-and-response-introduction>



Fig 5. Discussing specialist equipment strategies with experts and authorities

## A.2 Purpose and objective of the Module

**The purpose of the EUROWA Module (hereafter referred to as the Module) is to provide an international expert service to stakeholders (local government, local NGOs and the [potential] spiller) who may have limited expert capacity to deal with oil spills that threaten or afflict wildlife, especially seabirds. The Module has been created to assist in the development of, and to complement, the available local resources in such an event by mobilising experienced oiled wildlife responders who can assist to deal with the various challenges of the developing scenario, to a high professional standard. The EUROWA Module is not fully self-sufficient, but rather designed to provide experts and equipment that can assist a local response system to deal with oiled wildlife challenges, therefore the Module requires certain local resources and infrastructure to be in place in order to be successful.**

The EUROWA Module can be activated by a governmental authority using the official European channels for emergency response assistance (see Table 1).

**Table 1 | The official European channels for mobilising emergency response assistance such as the EUROWA Module**

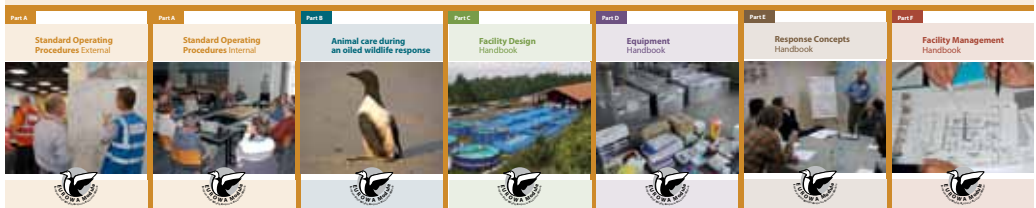
Activation of the Module will be via the Emergency Response Coordination Centre (ERCC) of the EU Civil Protection Mechanism, which enables coordinated assistance from EU Member States to victims of natural and man-made disasters in Europe and elsewhere. For marine pollution emergencies, the ERCC uses the Common Emergency Communication and Information System marine pollution (CECIS-MP), a web-based alert and notification application enabling real time exchange of information between participating states and the ERCC. The EUROWA Module will be available for registration in CECIS-MP (noting that this may be as 'other response capacity' rather than a full Module). The Module must receive the formal notification from the ERCC via one of the CECIS-MP Focal Points, for example in BE, NL or UK. Outside of this route the Module cannot be mobilised.

## A.2.1 What is to be achieved?

Once mobilised, the Module is to provide professional assistance to the Requesting Party (RP) in delivering an effective wildlife response that maximises the potential of preventing and mitigating the effects of oil on wildlife in a given situation, and meeting other key objectives of the leading response plan. The expected contribution of the Module will be defined in the Terms of Reference (ToR) (see Annex 9.2) that will be agreed between the RP and the Module before mobilisation (taking Host Nation Support into consideration), but, in general, the Module team can be deployed to:

- Assess, design and plan the response so as to deliver the best result ensuring
  - > the most effective response possible, given available resources;
  - > that oil affected animals receive appropriate care according to minimum standards as defined by internationally agreed protocols (see below) and following nationally defined priority species lists
  - > the optimal use of available resources
- Develop appropriate, integrated management with the wider oil spill response
  - > incident action planning
  - > communication and decision making
  - > record keeping
- Provide coaching and increase capacity of the oiled wildlife response
- Provide on the spot instruction and training to local staff and volunteers to improve their contribution to the oiled wildlife response and so improve the response as a whole.

The Module will use guidance from internationally agreed protocols, handbooks and guides to good practice (see Annex 9.3), and will expect the RP to be aware of these documents and their importance in ensuring the response will be acceptable and successful.





## A.3 Structure of the Module: Experts

**The Module consists of a pool of experts (this section) and equipment (see section A.5).**

### A.3.1 Contributors to the Module: Associated Organisations (AOs)

Qualified Experts that can be considered for mobilisation as a Module Team Member are experts from Associated Organisations (AO). Any organisation in one of the European Member States can become an Associated Organisation by signing an MoU (see section A.5.7.1) with the existing Associated Organisations through which the organisation subscribes to the standard documents and guidelines of the Module. The organisation can subsequently nominate employees who need to take the various EUROWA training courses in order to become qualified as a Module Officer and/or Module Expert.

Persons (rather than organisations), who are based in one of the European Member States, can also become recognised as a Module Officer and/or Module Expert. They need to become recognised and supported by one of the Associated Organisations in order to have access to the EUROWA training programmes. The availability of these persons for mobilisation will be administered by the Associated Organisation under which the expert is registered. Associated Organisations will keep the Module Duty Manager (MDM) informed about their roster of employees who have qualified themselves as Module Experts including the details of their qualifications. This roster should also include the non-employees which are recognised by the organisation (which means that the organisation will support these persons in case of their mobilisation if selected for a mission).

All Associated Organisations will participate in the preparedness activities of the Module which will be coordinated by Sea Alarm. This will include access to the EUROWA back-office website, newsletters, and registration for training events and workshops.

When a requesting party has activated the EUROWA Module, all registered Associated Organisations who have registered Qualified Experts will receive a notification alert. On reception of this notification they must indicate within a defined time frame (to be defined at the time) if they are able and interested to offer expertise from their roster.



## A.3.2 Teams' composition

The Module can compose two types of teams that can be activated for mobilisation. The first is the Assessment Team (see section A.7.3) who will be given the task to mobilise into country for fact finding and providing key information that allow Associated Organisations to make the decision to offer the second type of team, the Response Team (see section A.7.4). The Assessment Team has a minimum composition of three members while the Response Team could have as few as three members and a maximum of 18 members (depending on availability and needs).

### A.3.2.1 Team's internal organisation structure

The team is led by the Module Team Leader (MTL) who is in all respects the delegation leader, having the ultimate internal decision making power. Technical aspects and discussions regarding the team's mission are overseen and led by the Module Technical Director (MTD). On the basis of day to day technical analysis and feasibility assessment, the MTD makes recommendations to the MTL, who will liaise with the RP's command structure.

Both MTL and MTD are required for both an Assessment Team and a Response Team. However, in small teams for relatively simple or risk-free missions, the role of MTL can be adopted by one of the experts who are selected and who are qualified for a team leader position, and in such a case a separate MTD may not be needed.

### A.3.2.2 Selecting the team

For mobilisation, a team will be selected (by the Associated Organisations) from a EUROWA pool of experts that have been identified as available for response by Associated Organisations on the basis of the following technical criteria:

1. Not being based in the country that requested the assistance
2. The nature of the expertise required according to a reliable in-country assessment, translated into logical key positions, which are ranked from high to low responsibility, expertise and experience
3. Level of expertise, qualification and experience in relation to the key positions
4. Multi-functionality of the experts, being able to perform to a high level of quality in different positions
5. Specific skills and knowledge and familiarity with the country in question and their responders.

In the case of more than one person having equal suitability for a position, the candidate that has the best record of experience will prevail, provided that the rest of the identified team are unified in expressing their trust in the leadership qualities of the candidate. The MTL and MTD positions must be filled by the highest qualified and appropriately Qualified Experts. If these persons cannot be provided due to lack of availability, a mobilisation can only be positively decided on if there is enough qualitative weight and team spirit

in the rest of the team, and the risks connected to country and unfolding scenario are low.

Once a sufficiently strong core team has been determined by identifying the necessary available experts from the AOs, other qualified but less experienced individuals may be selected to fill some of the remaining positions.

### A.3.3 Taking positions in the in-country response

#### A.3.3.1 Expectations on in-country incident management

The organigram in Figure 1 describes a management structure for a wildlife response coordination unit (or a Wildlife Branch in case of a US-style Incident Command System), identifying the major operations in an oiled wildlife response that normally need to be included and managed. The titles of the different positions indicated will be different from country to country, but the setup of the hierarchy should be considered as generic. The structure should be scalable too, where functions may be merged (in smaller incidents) or branched out (in larger incidents).

In order to integrate with an in-country management structure, the Module will require the RP to provide the organigram for the Wildlife Response Coordination Unit (see Figure 1 for an example organigram), and provide the names of the officers who have taken the leading positions. Module personnel will integrate into (rather than form the entirety of) the Wildlife Response Coordination Unit.

#### A.3.3.2 Objectives for the team's integration

The Module's team will have two main mission objectives once it has switched to Response Mode (see section A.7.4):

1. Ensuring that the oiled wildlife response system can achieve the necessary daily requirements in the rehabilitation facility
2. Ensuring that a sufficient number of local responders are trained on the job, so that as a group they can manage the latter part of the incident response by themselves

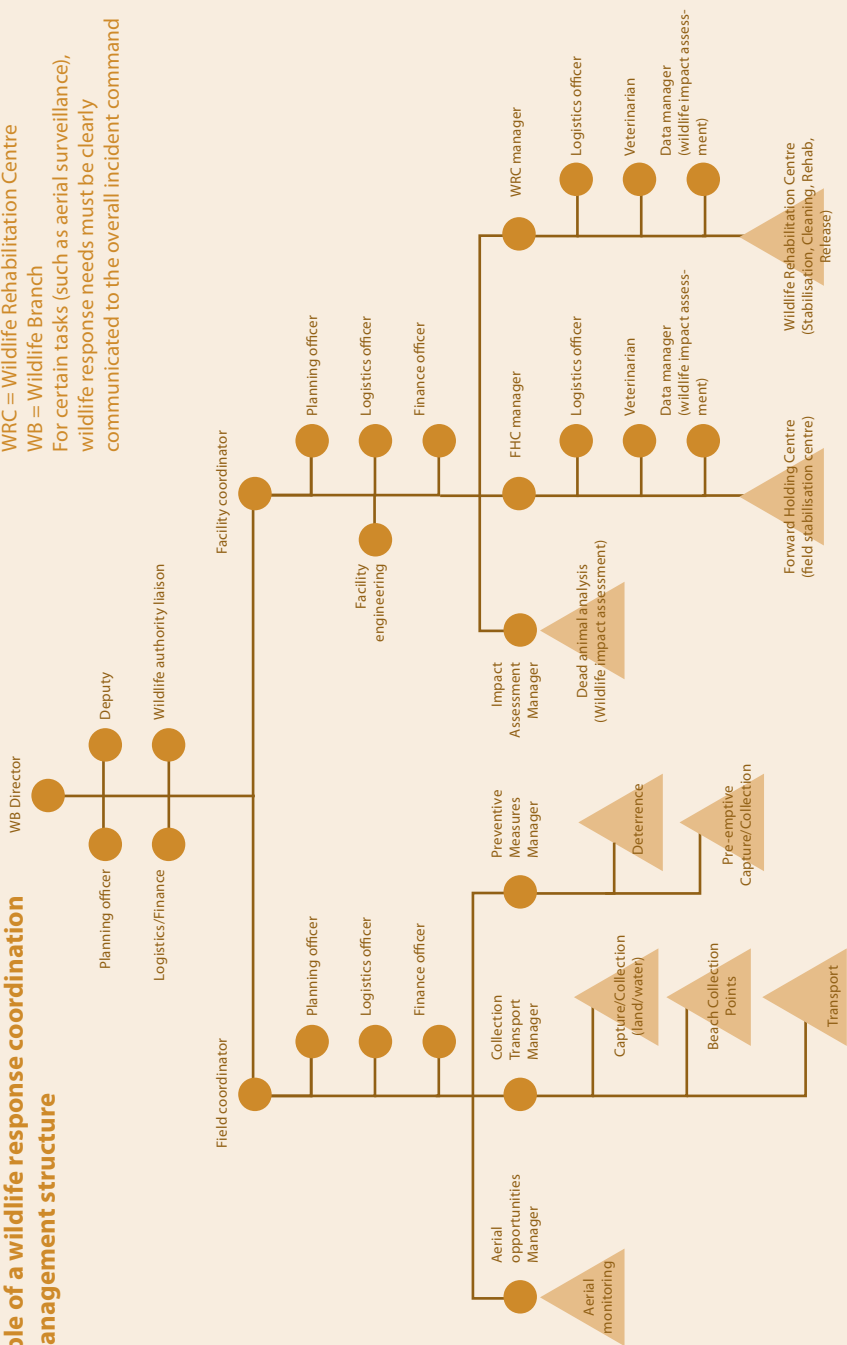
Each team member therefore will have two personal objectives:

1. Helping to ensure that each department of a rehabilitation facility quickly develops the operational capacity that is required to move animals through the facility at the required speed
2. Act as a trainer/coach for local responders in his/her direct vicinity so that they eventually can take over the particular job and fill the position the trainer is currently taking.

This second objective will ensure that Module experts throughout the mission can take different positions where they transfer competency to local responders. This strategy will leave more expertise in-country than before the Module arrived. It will also lead to a minimised time that the Module is required in-country.

Fig. 6  
**Example of a wildlife response coordination  
and management structure**

FHC = Forward Holding Centre  
WRC = Wildlife Rehabilitation Centre  
WB = Wildlife Branch  
For certain tasks (such as aerial surveillance),  
wildlife response needs must be clearly  
communicated to the overall incident command



Separate activities and facilities may be needed for birds, mammals, reptiles

## A.4 Structure of the Module: Equipment

### A.4.1 Introduction

The Module includes equipment owned by Sea Alarm and currently stored in Hamburg, Germany.

The equipment comprises items necessary to a wildlife response, such as pools, water pumps and filtration systems, veterinary equipment and supplies and is stored in 21 numbered aluminium containers of different size and volume, with a total volume of approximately 10 m<sup>3</sup> and a weight of approximately 1500 kg. This equipment can be mobilised within 12 hours either as a whole or as a subset of one or more containers.

### A.4.2 Description of the stockpile

A detailed equipment list and the description of all items, specified per container, can be found in the Equipment Handbook (Part D – see Annex 9.3).

### A.4.3 Additional equipment needed

The equipment stored at all times is only a subset of what eventually will be needed to carry out a complete oiled wildlife response (a range of additional equipment must be purchased or sourced locally). Scenarios can vary and so will the equipment needs required for any given unfolding scenario.

The Module Equipment aims to provide a useful starting point for the Module Team to work with, with the aim of providing minimum care to oiled animals that have already been captured. In all cases though, other equipment will

have to be sourced at the time of the spill. Sourcing additional equipment can be carried out by the RP in their own country, with the instructions and advice of the Module Team on site, or by the Module Team itself. Also the MDM can assist with sourcing additional international equipment, for instance by providing the RP with the contact details of other providers (e.g. Oil Spill Response Limited), or those of manufacturers or commercial suppliers.



Fig 7. Equipment maintenance inspection

## A.5 Preparedness of the Module

### A.5.1 Training of Experts

Table 2 provides an overview of the training and exercises that have been developed to support the maintenance of expertise in the Module and the development of experts who could be considered as a team member. Figure 2 shows the training path for interested persons wanting to achieve the required qualifications to be available for the Module.

The various training modules can be used also to train local resources that can assist the Module during a response (e.g. Basic (POSOW) responder course).

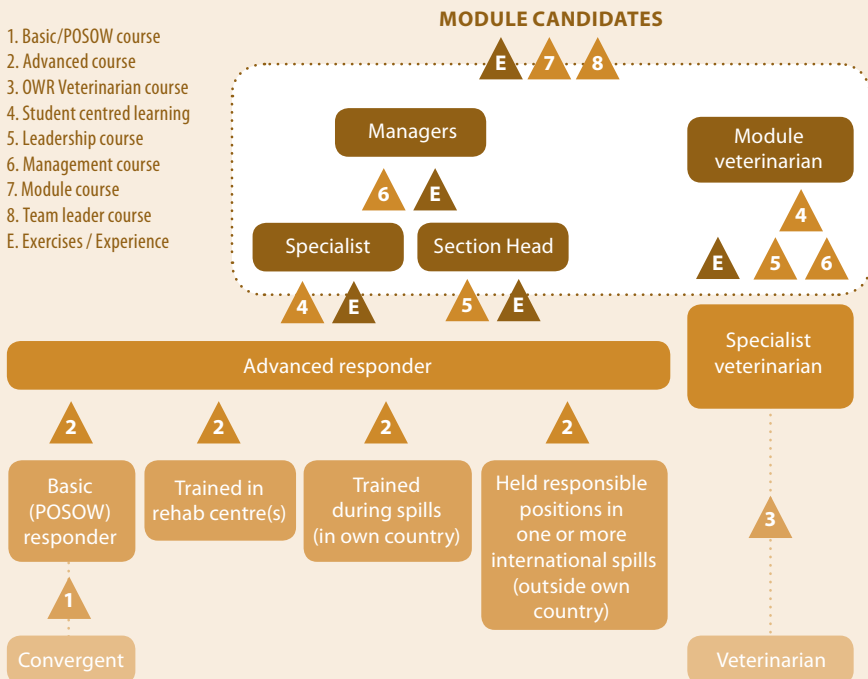


Fig. 8: Illustration of the pathways of training and exercises through which persons with different backgrounds and experience can reach the qualifications needed for serving as an expert in the Module.

**Table 2 | Overview of training modules that are available to educate Module personnel, that can be provided by registered trainers** *see also Fig. 2*

Training course	Type	Duration	Frequency	Competency level
<b>1. Basic/POSOW oiled wildlife</b>	Training of volunteers or first strike force	1-2 days	One off during spill events or between spills; annual refreshers	Work force that can provide hands-on assistance under supervision of experts
<b>2. Advanced responder course</b>	Training to POSOW level responders to understand and apply a protocol	3-4 days	One off, with annual refreshers and exercises	Work force that can work in many areas of the response with minimal supervision
<b>3. Specialist oiled wildlife veterinarian course</b>	Training of veterinarians in oiled wildlife medicine and rehabilitation methodology	2-3 days	One off, with annual refreshers and exercises	Overseeing animal welfare and treatment in an oiled wildlife rehabilitation facility, especially making assessments of individual animals, and overseeing herd health management
<b>4. Specialist course</b>	Self-study, followed by theory, interactive followed by oral and written examinations	2 days of testing	After passing the test/examination, certified persons are expected to follow developments in literature and be an active member of an international community of peers	Understanding scientific backgrounds of a protocol and able to adjust a recommended approach to the reality of the situation, maximizing potential of a response and minimizing adverse effects.
<b>5. Section Head course</b>	Theory, interactive	1 day	One off	Able to lead a group of people on the work floor, optimizing their collective capabilities in service of a common objective.
<b>6. Management course</b>	Theory, interactive	2 days	One off, with annual refreshers	Understanding key decision making in oiled wildlife response
<b>7. Module procedure course</b>	Theory	1 day	One off	Understanding of the Module's SOP and able to work as a team on the basis of it.
<b>8. MTL, MTD, MDM course</b>	Theory, interactive	1 day	One off	Understanding the political environment a Module will be working in. Able to inspire and deal effectively with interpersonal relationships within the Module.

### A.5.2 Expert readiness requirements (health, insurance, contracts, passport, etc.)

All team members must be physically fit and they will be required to be vaccinated against potential diseases that they may be exposed to as part of operations under this Module. Team members must be made aware of potential risks and advised how they can reduce these risks. They must also inform the MTL if they are sick when requested to attend, or if they become sick when mobilised during an incident. The Module Team activities will include the need to identify a local doctor who can be on hand to assist with any ailments that may arise.

Team members must also be aware of the psychological effects of working in such an incident for prolonged periods. The rescue and rehabilitation of large numbers of oiled wild animals during a major incident can be stressful, with many demands on time. As many of the team members and other staff and volunteers will have an affinity with animals, they will find that having to treat, and potentially euthanise, many casualties is distressing. As a result, all managers involved in the Module will be trained to identify the signs of stress and how to develop mechanisms to reduce this stress. This includes ensuring that all personnel, including the MTL and Section Heads, take regular breaks at well-defined intervals. Team members should also be limited in the duration of their deployment to two weeks. If the incident continues beyond four weeks, then it may be possible for team members to be redeployed for a second tour of duty.

All members of the team must have a valid passport. Where visas or other permissions are required, these will be sought by the RP and should be covered in the agreed Terms of Reference (see section A.5.8).

Where possible, insurance will be arranged through the RP. However, the Module will arrange generic insurance for any personnel deployed by the Module, but insurance will also be required for volunteers or staff that may be recruited locally. This can be taken care of by the RP or other organisation such as a local NGO that has the infrastructure for deploying volunteers, or through a local municipality that may have storyboards for deploying volunteers in emergency situations.





Fig 9. Tabletop exercise as part of a training event

### A.5.3 Maintenance of Equipment

The Module's equipment is stored in a warehouse in Hamburg, where it is annually checked and maintained by Sea Alarm and Module Officers. A routine maintenance schedule has been devised that will allow the equipment to be examined and tested at regular intervals to ensure it is still fit for purpose. This will include erecting the collapsible pools and filling them with water to test the pumps and filtration equipment and a review of all perishable items to ensure that all such items are in date and functional.

The Module will also include protocols for exercises where the equipment can be deployed to test the efficiency of the deployment process. This will also allow participating Module Officers to review the equipment to ensure it is in working condition.

#### A.5.3.1 Ownership of the equipment

The owner of the equipment (Sea Alarm) ensures that the equipment remains available 24/7 for EUROWA mobilisation. Terms and conditions for mobilisation of the equipment will be agreed between the owner and the RP. Ownership of the equipment may be transferred to the RP before mobilisation.

## A.5.4 Exercising the Module

The Module will have to be exercised via a range of different types of exercises, that test competency at several levels at a certain frequency, see Table 3. All of the exercises can be organised internally within the Module to allow Qualified Experts to gain experience and attain the relevant qualification. Exercises can be funded by the Module Member organisations themselves, by external sponsoring from a stakeholder (e.g. governmental agency or industry) or by a project. Most of the exercises should be organised in close collaboration with governments, who are the end-users of the Module. For instance, the BALEX Delta exercises that are organised under HELCOM increasingly are having integrated wildlife exercises, and these offer great opportunities to exercise international mobilisations via the Module's 24/7 system.

**Table 3 | Overview of exercises that are available to educate Module personnel**

*see also Fig. 2*

Exercise name (numbers link to Fig. 2)	Category	Type	Frequency	Qualification for
<b>7. Equipment mobilisation</b>	Module exercise	Mobilisation exercise	1 per 3 years	Team leader/ Module Duty Manager
<b>7,8. Team mobilisation</b>	Module exercise	Table top	Every year	All team members
<b>6 E. Module decision making</b>	Educational	Table top	Every year	Managers
<b>6 E. Facility management</b>	Educational	Table top	Every year	Managers
<b>4 E. Field operations</b>	Educational	Table top	Every year	Advanced and above
	Educational	Field exercise	1 per 2 years	Advanced and above
<b>4 E. Facility operations</b>	Educational	Field exercise	1 per 2 years	Advanced and above
<b>6 E. Wildlife incident management</b>	Educational	Table top	Every year	Managers

### A.5.5 Maintaining relationships between Associated Organisations

Associated Organisations share an MoU amongst them, through which they all adhere to a common set of standards for the training and qualification of Module Experts.

Associated Organisations are listed on the EUROWA website in two categories:

A. AOs with Qualified Experts

B. AOs without Qualified Experts (as yet)

The qualification of experts takes place via the centralised training programme. All AOs are offered to register candidates for the courses.

With a first employee being registered as a qualified expert, the AO becomes listed in category A.

Organisations of category A will be included in annual table tops in which they have to react to notifications according to the protocol. Organisations of category B are not included in such exercises and notifications.

#### A.5.5.1 Maintaining a Roster of Qualified Experts

All Qualified Experts will be registered in the database of Qualified Experts held by Sea Alarm. This Roster will keep a file of each expert, tracking the qualifications received and the participation in refreshers etc. Also various data are kept and updated every year, such as nationality, affiliation with AO, spills attended, which position held at those spills, etc.

Each qualified expert will receive newsletters and training announcements and will be invited to other Roster activities.

### A.5.6 Relationships with CECIS marine pollution and ERCC

The Module will be available for registration as a CECIS-MP asset (under 'other response capacity'). Once the Module is registered, there must be regular contact between the ERCC and the MDM, to ensure that this registration is maintained and information on the Module is updated at least every year.

#### A.5.6.1 Registration under CECIS marine pollution

Registration of the Module in CECIS-MP can take place after delivery of the EUROWA Module project (early 2017). It is envisaged that formal registration will be carried out by Belgium and that ERCC can assist with the coordination of this registration, aiming at formal registration in the course of 2017.

### **A.5.6.2 Recognition by ERCC and maintenance**

It is assumed that the Module will be recognised by the ERCC via continued recognition of the Module by one or more European Member States. The MDM shall have an active policy every year to ensure that the Module and the development of its capacity (growing roster of experts via training and exercises) is reported to the ERCC and to the Member States by European Regional Agreements.

## **A.5.7 Standard agreements and contracting**

### **A.5.7.1 MoU between Associated Organisations**

The (draft) standard MoU between Associated Organisations includes the following contents:

- Define Associated Organisation (AO) in relation to EUROWA
- Define that one AO (Sea Alarm) will act as secretariat but also as 24/7 centre and provide MDM at all times
- Sea Alarm will sign MoUs with new AOs on behalf of existing AOs and will add any newly signed MoU on the EUROWA site
- Signing the MoU means that the new AO subscribes to the qualification system of experts and respects the EUROWA training programme that leads to qualification of personnel
- A new AO may evolve through the following levels:
  - > AO without Qualified Experts
  - > AO with Qualified Experts
- Only when in second category an AO will be notified in case of a request for response. AO has to react within a given period of time
- (Other rules of play, as appropriate).

### **A.5.7.2 Standard mobilisation contract Sea Alarm – Requesting Party**

The standard mobilisation contract between Sea Alarm and the Requesting Party is available from Sea Alarm on request.

### **A.5.7.3 Standard mobilisation contract Sea Alarm – Associated Organisation**

The standard mobilisation contract between Sea Alarm and the Associated Organisation is available from Sea Alarm on request.

## **A.5.8 Financial elements and Terms of Reference**

The Terms of Reference (ToR) and contracts will also include an estimate for the costs of deploying the Module in terms of Team Members' time (as defined in EURO/day); equipment purchase or lease and reasonable expense rates. In addition to this, there will be set charges for the preparation and delivery of training programmes. See a template ToR in Annex 9.2 and information regarding contracts in the preceding sections.

## A.5.9 Safety and security of the team

Safety and security are an important component of an oil spill response operation in order to safeguard any personnel that are deployed to the site and to make sure that any unauthorised people do not have access to potentially hazardous areas. The Module will only deploy team members when their safety and security can be guaranteed by the RP as detailed in the Terms of Reference; this will be agreed by the MDM. The team members deployed under the Module would then need to comply with any risk assessments and health and safety protocols established by the spill response management agencies. This would include receiving a full briefing on

- the type and nature of the oil/contaminant
- what impacts it could have on human and animal health
- the nature of the hazards in the area affected
- what preventive measures have been taken
- what First Aid is available.



Fig 10. PPE for oiled wildlife response

The MTL will then be responsible for ensuring that all staff and volunteers under their control are aware of these hazards and for taking measures to reduce the impact of these hazards on personnel. This includes, but is not limited to:

- provision of personal protective equipment (PPE)
- proper training and briefings on potential hazards
- completion of risk assessments.

Security is also a necessity and again, the members of the teams will need to comply with the restrictions imposed by the state and/or company coordinating the oil spill response. The MTL will be responsible for ensuring the good conduct of all team members involved in the response. Again this will require regular briefings to staff and volunteers and, where necessary, appropriate disciplinary action.

### A.5.9.1 Insurance

Sea Alarm has both a professional indemnity insurance and a travel insurance that can be transferred to Module Team Members. Before they travel the MDM must provide the names of the Team Members to the insurance broker to ensure that the insurance is applicable to them from the time they undertake travel, until they arrive back home from their mission.

## A.6 Conditions for Module mobilisation

In its response mode, a Module will provide Managers, Section Heads and Specialists who can provide assistance to the Requesting Party's wildlife response coordination unit that is integrated into the incident management system (Figure 11).

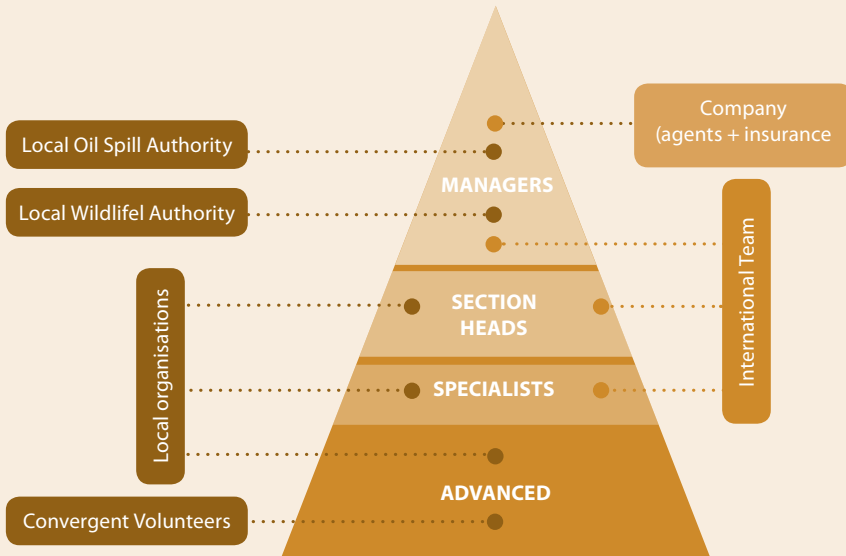


Figure 11: In the response management system the international EUROWA teams will assist and provide expertise at different levels, working side by side with local experts and work forces.

### A.6.1 Clarity on operational incident management system

The Module needs a local wildlife response system to integrate with, that provides some minimum requirements, (which are required for an optimal response but scalable depending on the scale of the developing scenario), including:

- An incident management system that deals with the clean-up of oil pollution, to which a wildlife response is, or can be, officially integrated. This incident management system provides the regulatory and financial frameworks to the wildlife response
- An authority led, or mandated, wildlife response coordination unit that oversees and coordinates the wildlife response as an integrated part of the incident management system
- An Oiled Wildlife Response Contingency Plan (OWRCP) that is designed to deliver an effective wildlife response at Tiers 1 and 2 and can integrate with a Tier 3 response when necessary

- A Wildlife Liaison Officer (WLO – see section A.6.2) who is assigned by the RP to facilitate the mobilisation and integration of the Module Team into the local response
- Local expertise who, when mobilised, can work with the Module in a number of key areas, including:
  - > Officials representing the wildlife authorities who can
    - Provide licences or permits for Module staff to handle wild animals (where necessary)
    - Authorise the proposed approaches regarding euthanasia and rehabilitation criteria, following discussions with the relevant agencies
    - Authorise any major response decision that may affect large numbers of animals.
  - > Biologists/ecologists who know the species at risk, their seasonal distribution patterns, behaviour, their habitats and the safe access to these habitats
  - > Veterinarians who can assist with carrying out hands-on animal care and assist Module veterinarians to comply with national regulations around the use of medicines, drugs and euthanasia
  - > Organisations that have expertise and specialised resources (e.g. equipment) in the rescue and care of wild animals
  - > Organisations that can recruit, mobilise, register and insure volunteers if appropriate.

Under ideal circumstances all these resources should have been identified and defined in the OWRCP, prepared by the relevant authorities as part of a larger Oil Spill Contingency Plan. This Plan should also include the mobilisation of Tier 3 resources such as the Module and provide the operational procedures to integrate such resources, when required.

When an OWRCP is not available, the RP (as part of Host Nation Support) needs to set-up the required local support systems so that they are ready when the Module arrives in-country. In the absence of these support systems the Module cannot be expected to deliver a successful response. This will be further clarified as part of the Terms of Reference and contracts.

### A.6.2 A Wildlife Liaison Officer assigned by the RP

The MDM will need the name and contact details of a Wildlife Liaison Officer (WLO) who has been assigned by the RP. The WLO is an authority representative who will act as the main source of information for the MDM regarding the Common Operating Picture of the RP. The WLO also is responsible for facilitating the contracting and the mobilisation of the Module.



The MDM and the WLO will have highly frequent communications between them. It is of critical importance that they are always on the same page with their common understanding of the situation and the next steps in the agreed procedure.

### A.6.3 Guarantees on team in-country support

#### A.6.3.1 Meet and greet

The Module team members arriving on the airport or by train should be picked up by the Requesting Party, and transported to their hotel or response site.

#### A.6.3.2 Accommodation

The RP should assist with booking hotel accommodation and be ready to take care of the hotel bill for the duration of the team in country.

#### A.6.3.3 Transport

Every day, Team members should be picked up from their hotel by the Requesting Party and transported to the location where their operational contribution is expected. In the evening they should be brought back to their hotel (unless another mutually acceptable arrangement is made).

### A.6.4 Signing the standard contract

The RP should provide by mail or fax a copy of the signed standard contract (see section A.5.7). On reception of this documentation the Module will mobilise.

### A.6.5 Compensation of costs

The Module will keep strict account of costs made, including costs for mobilisation team and equipment (travel, subsistence, replacement), and agreed fees. The RP will be billed on a weekly basis (unless agreed otherwise). The final bill will be sent to RP within 2 months after the return of the last responder and/or the return and check of equipment.

Within two weeks after reception of the payment on the Sea Alarm bank account, the Associate Organisations who had personnel involved will be compensated by Sea Alarm.

### A.6.6 Introduction course via e-learning

The EUROWA Module has developed an introduction course for future RP's which explains what the Module is, how it can be mobilised, what can be expected from it, and what the RP and the WLO should do to maximise smoothness of mobilisation and the Module's integration.

## A.7 Tasks of personnel in Module mobilisation

The Module consists of a few officers who are charged with specific tasks in the different phases of the Module operations:

- The Module Duty Manager (MDM) which is a desk function in the head-quarters of Sea Alarm
- The Module Team Leader, who acts as head of delegation, leading the team
- The Module Technical Director, who is responsible for the technical quality of the team's assistance
- The Module Equipment Coordinator, who is responsible for the mobilisation and deployment of the Module's equipment
- A Module Team Member (usually one of several who make up a Team), who provides specific technical expertise.

### A.7.1 Phases of a response

An oiled wildlife response is usually composed of the following phases (which are outlined in relation to tasks for key personnel in the next sections):

**Pre-deployment phase > On-site assessment phase > Response phase > Demobilisation and closeout**

### A.7.2 Tasks in the pre-deployment phase

In the pre-deployment phase, a request is received and a limited number of officers must assess the request, and see whether or not the Module should be mobilised if all required criteria are met, and if yes, if first an Assessment Team will be sent (see section A.7.3) or if a Response Team will be sent (see section A.7.4).

#### Module Duty Manager (MDM)

- Receive the notification (alert) call and passing the information on to Module organisations
- Seek direct contact with the Requesting Party, ERCC and CECIS-MP contact point and maintaining optimal communication during the pre-deployment phase
- Create and update a Common Operating Picture on the basis of information collected from RP or other sources
- Facilitate teleconference meetings with Associated Organisations (AOs) and experts
- Ensure that decisions are taken carefully according to SOP but swiftly in order to meet reasonable expectations with RP that the Module can be mobilised fast.
- Act on the basis of the decisions

#### Module Equipment Coordinator (MEC)

- Ensure the equipment is ready for mobilisation if called upon

#### Mobilisation manager of an Associated Organisation (AO)

- Receive the notification from the MDM
- Study and contribute to the developing Common Operating Picture
- Attend teleconference meetings on behalf of the organisation
- Assist MDM with staffing and preparing a team, and developing the team's ToR

### A.7.3 Tasks in the on-site assessment phase

In the on-site assessment phase, a small expert team (Assessment Team) travels to the incident country to work with RP and other parties in the response to closely assess what is needed and what assistance the Module could provide. The MDM coordinates the team's activities from his office. The findings of the Assessment Team are essential in feeding the decision whether or not a response can be provided by the Module.

#### Module Duty Manager (MDM)

- Create and update a Common Operating Picture on the basis of information collected
- Facilitate teleconference meetings with organisations and experts
- Negotiate and complete contracting process
- Deliver instructions and briefing of the team before departure
- Ensure coherent travel and hotel booking are arranged in consultation with Requesting Party
- Support the team onsite; assist MTL-A in problem solving
- Maintain contacts and ensure information sharing with all stakeholders
- Monitor progress of the team in relation to the Terms of Reference (ToR)
- Facilitate strategic meetings between experts of the Associated Organisations in support of the team on-site
- Facilitate the transition of the team on-site into a Response Team if this is decided, or facilitate the team's demobilisation
- Ensure reporting, evaluation and invoicing after mission completion

#### Module Assessment Team Leader (MTL-A)

- Provide leadership to the team onsite and have overall decision making responsibilities regarding the team's tasks
- Act as the main representative of the team on site in relation to the Requesting Party
- Ensure the wellbeing of the team and solve problems, in close cooperation with the MDM
- Ensure an efficient and swift mission and in consultation with the MTD-A make recommendations to the MDM as to whether if response assistance by the Module would be feasible, if yes, what expertise and equipment should be mobilised

#### Module Technical Director (MTD-A)

- Lead the technical discussions within the team and lead the team to key assessment conclusions
- Make recommendations to local stakeholders on the technical feasibility of the response
- Make technical recommendations for the Terms of Reference on the basis of which a Module response assistance can be carried out

#### Team Member

- Assess the quality of the ongoing response and report findings to the MTD-A.
- Assist MTD-A to assess the feasibility of a Module Response assistance



Fig 12. Wildlife Response Coordination Unit



Fig 13. Beach search and collection exercise

## A.7.4 Tasks in the Response Phase

In the Response Phase, a tailored Response Team mobilises and after meet and greet by the RP take positions in the wildlife response. Whereas the Response Team merges with the local wildlife response by taking agreed positions, the Response Team maintains its internal decision making structure. The MDM coordinates from his office. On a day-by-day basis the Response Team Leader exchanges with the MDM, and decisions are taken about progress made and the completion of the Terms of Reference. Towards the end of the mission the MDM assists with demobilising team members until the whole team has demobilised. The MDM takes care of the reporting and other post-demobilisation actions.

<b>Module Duty Manager (MDM)</b>	<ul style="list-style-type: none"> <li>• Update a Common Operating Picture on the basis of information collected</li> <li>• Facilitate teleconference meetings with Associated Organisations and experts</li> <li>• Negotiate and complete contracting process</li> <li>• Deliver instructions and briefing of the team before departure</li> <li>• Ensure coherent travel and hotel booking are arranged in consultation with Requesting Party</li> <li>• Support the team onsite; assist MTL-R in problem solving</li> <li>• Maintain contacts and ensure information sharing with all stakeholders</li> <li>• Monitor progress of the team in relation to the ToR</li> <li>• Facilitate strategic meetings between experts of the Associated Organisations in support of the team on-site</li> <li>• Facilitate the team's demobilisation</li> <li>• Complete reporting, evaluation and invoicing after mission completion</li> </ul>
<b>Module Equipment Coordinator (MEC)</b>	<ul style="list-style-type: none"> <li>• Arrange the equipment mobilisation by organising transport of the equipment from the warehouse to the incident as required</li> <li>• Arrange, in liaison with MDM and RP, customs inspections in country(ies) of arrival or through which the equipment will need to be transported</li> <li>• Other transit documents?</li> <li>• Delivers a list of equipment to RP (and MDM) so that RP can report any missing equipment on arrival</li> </ul>
<b>Module Response Team Leader (MTL-R)</b>	<ul style="list-style-type: none"> <li>• Provide leadership to the team onsite and have overall decision making responsibilities regarding the team's tasks</li> <li>• Act as the main representative of the team on site in relation to the Requesting Party</li> <li>• Ensure operations are conducted according to Terms of Reference</li> <li>• Ensure the wellbeing of the team and solve problems, in close cooperation with the MDM</li> <li>• Ensure providing daily updates on findings to MDM</li> <li>• Ensure the Team's wellbeing</li> </ul>
<b>Module Technical Director (MTD-R)</b>	<ul style="list-style-type: none"> <li>• Lead the technical discussions within the team</li> <li>• Ensure that on a daily basis a technical analysis of progress is made in relation to the Terms of Reference</li> <li>• Make recommendations to the MTL-R as to the continued technical feasibility of the mission</li> <li>• Take a leading position in the team to assist and coach the local wildlife response organisation and managers.</li> </ul>
<b>Team Member</b>	<ul style="list-style-type: none"> <li>• Attend team meetings and provide technical viewpoints from the work floor</li> <li>• Take a designated position in the wildlife response organisation during the day, providing hands-on assistance to the animals while teaching and coaching local responders</li> </ul>

A.7.5 List of required qualifications/certifications

Table 4 provides a specification of qualifications that each of the functions needs to have in order to be recognised as a Module officer. The training programme that would lead to the qualifications mentioned is explained in section 5.1.

Table 4 | Overview of the qualifications needed to be recognised as a Module officer

Module officer function	Qualifications			
	ERCC	Module	Technical 1	Technical 2
Module Duty Manager (MDM)	Standard qualification	<ul style="list-style-type: none"><li>• Module Expert qualification</li><li>• Module Leader qualification</li></ul>	Emergency Management qualification (e.g. ICS 100 ICS 200)	<ul style="list-style-type: none"><li>• OWR Manager</li></ul>
Module Equipment Coordinator (MEC)	—	<ul style="list-style-type: none"><li>• Module Expert qualification</li></ul>	—	<ul style="list-style-type: none"><li>• Equipment management and logistics</li></ul>
Module Response Team Leader (MTL-A/R)	Standard qualification	<ul style="list-style-type: none"><li>• Module Expert qualification</li><li>• Module Leader qualification</li></ul>	Emergency Management qualification (e.g. ICS 100 ICS 200)	<ul style="list-style-type: none"><li>• OWR Manager</li></ul>
Module Technical Director (MTD-A/R)	Standard qualification	<ul style="list-style-type: none"><li>• Module Expert qualification</li><li>• Module Leader qualification</li></ul>	Emergency Management qualification (e.g. ICS 100 ICS 200)	<ul style="list-style-type: none"><li>• OWR Manager</li><li>• Facility Manager</li></ul>
Team Member	Standard qualification	<ul style="list-style-type: none"><li>• Module Expert qualification</li></ul>	—	Higher than advanced



Fig 14. Briefing of volunteers during a wildlife response exercise



Fig 15. Rehabilitation facility management tabletop exercise



Fig 16. Management of wildlife response operations in the Wildlife Branch

## A.8 Communications

### A.8.1 Internal in-country Team communications

The Module Team Members will communicate amongst each other using mobile telephones. The costs of these in-country communications will be invoiced to the Requesting Party on the basis of real made costs. Alternatively, the RP could provide a good alternative, e.g. by providing personal cell phones to each team member.

Where reception for mobiles and internet may be poor, the Module teams will have access to a shortwave radio system to enable them to remain in contact with each other. Such a system will also have a role in facilitating communications between members who work in different parts of the response.

### A.8.2 Communication as part of the in-country incident command system

The Module is designed to integrate with the national incident management system and will expect to make use of the communication systems that the incident management system uses. The quality of this communication system will be assessed by a Module Assessment Team, and may be a reason to decline the invitation by the Requesting Party to get involved in the response. Whenever Module Experts are sent to the operations in the periphery

(coastal activities), they will expect to be provided with communication systems (e.g. radio system) that will work in the field. In the absence of proper communication mechanisms, the Module Team may have to decline from participating in field work.

### A.8.3 Communications between Team and MDM

The Module will also comprise a password secure website that will act as an information log for each incident that is relayed to the MDM. The MDM will create the log and will keep it up to date with details of the incident as it unfolds.

### A.8.4 Communication between MDM and RP

The MDM and RP must have close contact and together manage the invited assistance of the Module according to the Terms of Reference and signed contract. The MDM and the RP's Wildlife Liaison Officer (WLO) will have to have day to day contact to prepare for the Module's Team's mobilisation. As soon as the Module has arrived in-country the WLO can discuss issues further with MTL and the MDM will be kept in the loop of agreements made. After the Team's demobilisation, the MDM will resume a more frequent contact with the WLO to round up the mission.

## List of Acronyms

AO	Associated Organisation
CECIS-MP	Common Emergency Communication and Information System for Marine Pollution Incidents (European Commission)
EMT	Equipment Mobilisation Team
ERCC	Emergency Response Coordination Centre
EUROWA	European Oiled Wildlife Assistance
MDM	Module Duty Manager (Sea Alarm representative)
MTD	Module Technical Director
MTL-A	Module Team Leader (when in Assessment mode)
MTL-R	Module Team Leader (when in Response mode)
OWRCP	Oiled Wildlife Response Contingency Plan
RP	Requesting Party
ToR	Terms of Reference
WLO	Wildlife Liaison Officer (RP representative)

## Photo credits

Sea Alarm: Front cover, Fig. 1, 2, 3, 4, 5, 7, 9, 10, 12, 13, 14, 15, 16  
Katharina Erdmann: Fig. 6, 8, 11 • PRO Bird e.V.: back cover



## A.9 Annexes

### A.9.1 Code of conduct for Team Members

#### A.9.1.1 Introduction

The code of conduct applies to all members of the EUROWA Module. This code presents guidelines for staff conduct, which are intended to be consistent with the specific national standards of conduct.

Ethical conduct is not a passive process, but requires you to make conscious choices and decisions, and to exercise good judgment.

As a member of the EUROWA Module, you are expected to observe the highest standards of ethical conduct, consistent with the values of humanity, impartiality, independence, neutrality, integrity and discretion. You should strive to avoid even the appearance of impropriety in your conduct.

#### A.9.1.2 Basic Standards of the Code

##### 9.1.2.1 Humanity

Humankind shall be treated humanely in all circumstances by saving lives and alleviating suffering, while ensuring respect for the individual.

##### 9.1.2.2 Impartiality

You are expected to act with impartiality. Assistance is to be provided regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. You should take care that your expression of personal views and convictions does not compromise or appear to compromise the performance of your official duties. Your official conduct must at all times be characterised by objectivity and professionalism. You should not allow personal relationships or considerations, including bias or favouritism, to influence the performance of your official duties.

##### 9.1.2.3 Independence

Your action should be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where the action is being implemented.

##### 9.1.2.4 Neutrality

You should not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

##### 9.1.2.5 Integrity

You are expected to act with integrity in all your activities, avoiding any behaviour that would reflect adversely on you or on your country or on the EU as whole. Integrity encompasses honesty, probity, and loyalty.

#### 9.1.2.6 Discretion

You should exercise the utmost discretion in your actions and show tact and reserve in your pronouncements in a manner that is consistent with your status as an international relief worker.

#### 9.1.2.7 Courtesy and respect

You should treat all your partners with courtesy and respect, without harassment, or physical or verbal abuse. You should at all times avoid behaviour at the workplace that, although not rising to the level of harassment or abuse, may nonetheless create an atmosphere of hostility or intimidation. You should respect religion, culture and custom of other persons. You should respect any national and international law.

#### 9.1.2.8 Accountability

You should act within the scope of your authority at all times. You remain accountable for tasks you perform or delegate to others.

#### 9.1.2.9 Use and disclosure of confidential information

You are responsible to protect the security of any confidential/sensitive information provided to you.

#### 9.1.2.10 Press relations, public statements and publications

You should fully respect the relevant national or European Commission's (EC) rules for contacts with news and media when deployed under the European Commission's contract.

When deployed under the EC contract, the EC owns the copyright for all written, photographic and other material you produce as part of your official duties, and has the right to publish such work in a manner it deems appropriate.

#### 9.1.2.11 Conflicts of interest

You should avoid any situation involving a conflict, or the appearance of a conflict, between your personal interests and performance of your official duties.

#### 9.1.2.12 Acceptance of gifts, decorations and honours during deployment

You should never solicit gifts or favours in connection with your duties. Gifts that are offered should normally be declined. However, you may accept a small gift when it would create an embarrassment to refuse it.

You are not allowed to accept any honours or decorations given to you in connection with your official duties. However, if there is no advance notice of the honour or decoration, and it is impossible to refuse it, then you may accept it and then report it to your respective headquarter.

## A.9.2 Terms of Reference

### Terms of Reference



Country and location: .....

Incident Name: .....

Date: ..... Time: ..... am/pm

Name Module Duty Manager: .....

Name of Requesting Party contact person: .....

Position of Requesting Party contact person: .....

Organisation of Requesting Party Contact Person: .....

Legal status of Requesting Party (gov., NGO, industry etc.): .....

Contact details: ..... Email: .....

Tel.: ..... Mobile: .....

### Mission Details

#### What has the requesting party asked for?

- ☐ Not sure, and would like the Module to advise on the best way to go
- ☐ RP is not prepared to mobilise the Module and would like the Module to remain on stand-by (for now)
- ☐ RP wants the Module to assist with distant advice and monitoring
- ☐ RP wants the Module to mobilise an Assessment Team

- ☐ RP wants the Module to mobilise a Response Team\*\*
- ☐ With mobilisation of equipment (purchase)
- ☐ With mobilisation of equipment (lease)
- ☐ Without mobilisation of equipment

\*\* The decision to move from an Assessment to a Response team can only be made in conjunction with the Module Team Leader-Assessment (MTL-A).

#### Is there an oiled Wildlife Response Plan in place?

- ☐ Yes ☐ No

#### Overall description of mission

.....

.....

#### Specific tasks of the team (include locations)

1. ....
2. ....
3. ....
4. ....
5. ....

#### What is the defined end point for the mission?

.....

#### Who is the main contact for the Module team on site? (name of Wildlife Liaison Officer or WLO)

Name: ..... Organisation: .....

Tel.: ..... Mobile: .....

Email: .....



### Team Members

1. Name: .....

Organisation: ..... Role: .....

2. Name: .....

Organisation: ..... Role: .....

3. Name: .....

Organisation: ..... Role: .....

4. Name: .....

Organisation: ..... Role: .....

5. Name: .....

Organisation: ..... Role: .....

6. Name: .....

Organisation: ..... Role: .....

7. Name: .....

Organisation: ..... Role: .....

8. Name: .....

Organisation: ..... Role: .....

### Where should personnel be mobilised to ("arrival location")?

Location: ..... Contact person: .....

### Where should equipment be mobilised to?

Location: ..... Contact person: .....

### Safety and Security information

.....

### Costs

#### Name of the organisation that will cover costs of the Module mobilisation

.....

#### Reimbursement procedure

.....

.....

### A.9.3 Internationally agreed protocols and guidelines

This section lists a number of internationally agreed protocols, handbooks and guides to good practice in wildlife response that RPs should be aware of:

- European Oiled Wildlife Response Plan Proposal – available at <http://www.oiledwildlife.eu/publications/european-oiled-wildlife-response-plan-proposal>
- Handbook for Oil Impact Assessment on Seabirds – available at <http://www.oiledwildlife.eu/birds/publications/handbook-oil-impact-assessment-seabirds>
- Handbook for the Rehabilitation of Oiled Birds – available at <http://www.oiledwildlife.eu/publications/handbook-rehabilitation-oiled-birds>
- 2014 OGP-IPIECA Guidelines on Oiled Wildlife Response Preparedness – available at <http://www.oiledwildlife.eu/publications/ipieca-guide-wildlife-response-preparedness>

In addition to the documents mentioned above, this SOP forms part of a set of technical guidelines (Parts A-F) developed under the EUROWA Module project, which are available from Sea Alarm on request:



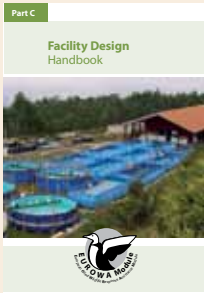
#### Part A – SOP

This document – process of a Module mobilisation, procedures and job descriptions, tasks for the Requesting Party (entity requesting the EUROWA Module).



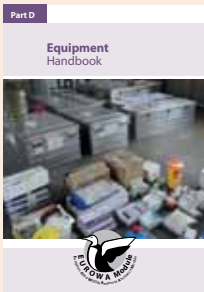
#### Part B – Protocol

Joint protocol for oiled seabird rehabilitation.



### **Part C – Facility Design Handbook**

Guidelines on equipment and supplies needed to set up and run a wildlife rehabilitation facility for oiled birds.



### **Part D – Equipment Handbook**

Equipment available under EUROWA, local purchases needed in an incident, consumables to be replenished.



### **Part E – Response Concepts**

Handbook for in the field/on-site use, including key technical concepts and guidelines.



### **Part F – Facility Management Handbook**

How to set up and manage a wildlife rehabilitation centre as a conceptualised facility.



[www.oiledwildlife.eu/EUROWA](http://www.oiledwildlife.eu/EUROWA)



