

EAZA Membership and Accreditation Manual



You learn a lot about the natural world if you keep your animals in an intelligent way.

- David Attenborough, 2016

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CONTENTS

GLOSSARY	3
INTRODUCTION	4
<i>What is EAZA?</i>	4
<i>What is EAZA Membership and Accreditation?</i>	5
<i>What is the role of the EAZA Executive Office?</i>	6
<i>Reader's guide to this manual</i>	7
1 FORMS OF MEMBERSHIP	8
1.1 <i>Full, Temporary and Candidate for Membership</i>	8
1.2 <i>Associate Membership</i>	12
1.3 <i>Corporate Membership</i>	14
2 THE EAZA ACCREDITATION PROGRAMME	17
2.1 Application and Accreditation for New Applicants	18
2.1.1 <i>Administrative phase</i>	18
2.1.2 <i>Accreditation Screening Visit procedure</i>	20
2.1.3 <i>Accreditation and Membership Decisions</i>	23
2.1.4 <i>Costs and responsibilities for new applicants</i>	24
2.2 Accreditation for Existing Members	28
2.2.1 <i>Administrative phase</i>	28
2.2.2 <i>Accreditation Screening Visit procedure</i>	28
2.2.3 <i>Accreditation and Membership Decisions</i>	31
2.2.4 <i>Costs and responsibilities for existing members</i>	32
3 EAZA SCREENING TEAM GUIDELINES	35
3.1 <i>EAZA Executive Office rapporteur</i>	35
3.2 <i>EAZA screeners</i>	36
4 OTHER MEMBERSHIP TOPICS	39
4.1 <i>Complaints</i>	39
4.2 <i>Sanctions</i>	45
4.3 <i>Appeal to membership or sanctions decision</i>	45
4.4 <i>Member Withdrawal</i>	56
4.5 <i>Technical Assistance</i>	56
4.6 <i>Pathways of Communication around joint Members</i>	60
APPENDICES	61
Appendix 1: <i>EAZA Country List</i>	61
Appendix 2: <i>EAZA Accreditation Screening Visit - Institution Guide</i>	62
Appendix 3: <i>EAZA Accreditation Programme - Screeners Guide</i>	66

Glossary

Accreditation: The certification by EAZA that the Member meets EAZA Standards and is a recognized Member of EAZA.

Accreditation Screening: An inspection of an applicant or existing Member institution by a screening team, with the purpose of determining if the institution is meeting EAZA Standards.

AGM: (Annual General Meeting) The annual meeting of Full Members of the Association.

CfM: (Candidate for Membership) A form of membership prior to becoming a Full Member and under the guidance of the Technical Assistance Committee.

EAP: The EAZA Accreditation Programme.

EAZA: The European Association of Zoos and Aquaria.

EAZA Council: The management board of the association made up of elected representatives of each country with Full Members.

EEO: (EAZA Executive Office) The head office, based in Amsterdam, of EAZA.

EEO coordinator: A member of the EEO who organizes the application and accreditation procedure, beginning with receipt, processing and collation of the application and supporting documentation. They also organize the screening trip, including travel plans, and manage the reimbursement procedure after the screening.

EEP: (EAZA Ex situ Programme) The scientifically based breeding programmes managed by EAZA.

EEP Committee: European Endangered Species Programme Committee, a standing committee of EAZA that makes decisions on issues related to the EEP programmes.

Forms of Membership: See Chapter 1 below.

M&E Committee: Membership and Ethics Committee, a standing committee of EAZA that makes decisions related to membership, accreditation and ethical issues.

Observer: Any person who attends an accreditation screening that is not a screener or rapporteur.

Rapporteur: A representative of the EEO who provides support during the screening, takes photographs, notes the comments of the screeners, and writes the Screening Team Report.

Screener: A person who volunteers their time to serve on a screening team. Must be a director/CEO, veterinarian, high-level curator, educator and have worked at an EAZA facility for at least five years.

Screening team: A team of generally three people, two screeners and a rapporteur, who carry out the accreditation screening.

TA Committee: Technical Assistance Committee, a standing Committee of EAZA that oversees the mentoring programme for zoos and aquariums not yet meeting EAZA Standards.

Introduction

This manual has been developed to serve as a guide for anyone interested or involved in the EAZA Membership and Accreditation procedure: potential members, existing members, screeners, committees, EAZA staff and the general public.

What is the European Association of Zoos and Aquaria (EAZA)?

The European Association of Zoos and Aquaria (EAZA) is one of the largest professional zoo and aquarium associations in the world. It was founded in 1992 to encourage cooperation between the most progressive zoos and aquariums on the continent in the areas of conservation, education and research.

While cooperation on breeding programmes started in 1985, the mission and vision of EAZA have now grown beyond this. It now facilitates cooperation among the world's leading zoos and aquariums in aspects of:

- Improving care and welfare for the animals in our care
- Protecting species through professional management of *ex situ* populations
- Contributing more to *in situ* conservation through funding and expertise
- Providing a greater learning experience for our visitors, and better sensitising them to the need for conservation and sustainability
- Developing professional skills through specialist training
- Collaborating on zoological research projects, both with other zoos and aquariums and with universities and other research facilities.

The governance of EAZA is led by the Annual General Meeting, the elected EAZA Council with representatives from every country where there are Full Members, and several Standing and Specialist Committees each with a specific topic and task.

The Membership and Ethics (M&E) Committee has been established by Council as one of the EAZA "Standing Committees" and usually consists of 6-8 Council members, including the EAZA Chair, Vice Chair and selected members that represent the entire EAZA region.

The primary responsibility of the M&E Committee is membership related issues. This involves overseeing the application procedure for new applicants, the cyclical review of existing members, discussing progress reports of temporary members. The M&E Committee is also responsible for producing updated Standards and Guidelines for animal care and welfare. In addition, the M&E Committee addresses ethical issues, such as complaints against EAZA Members for unethical behaviour or violations of the Standards and produces guidelines of ethical behaviour for the EAZA Members to follow. They also discuss issues around debtors of the EAZA membership fee.

These procedures and activities are regularly reviewed and updated to meet the needs of the community.

What is EAZA Membership and Accreditation?

Since its establishment, membership of EAZA has increased tremendously, as has the level of professionalism and commitment to modern standards expected of our members. Membership is open to all zoos and aquariums that are willing to comply with the EAZA Standards and obligations and fulfil the commitment to a high level of professionalism that membership entails. Compliance with national and international legislation regarding animal and plant acquisition, possession, transport and disposition are also mandatory.

EAZA Members are required to meet obligations regarding, e.g.:

- Participation in EAZA Ex situ Programmes (EEPs) for population management
- Animal records (Species360 membership)
- Animal husbandry practices
- Animal welfare practices
- Staff quality and training
- Conservation
- Education
- Research
- Ethical behaviour

(Note: there are exceptions to these obligations dependent upon membership category)

Membership of EAZA will only be awarded to zoos and aquariums that meet [EAZA's Codes and Standards](#). In addition to Standards for animal care, conservation, education and research, EAZA has developed a '[Code of Ethics](#)', which sets out the values that must be maintained and the manner in which these values must be practiced. Over the years, policies and standards are updated and refined as the needs for conservation change, and the underlying philosophies become further defined. The current documents can be found on the [EAZA website](#).

EAZA has developed its own cyclical accreditation and inspection system, to ensure that only zoological institutions and organisations that meet and comply with EAZA's Codes and Standards can join and maintain membership of the association. Information about the most current accreditation practices are found on the [EAZA website](#) or by [contacting the accreditation team](#).

Accreditation advantages

The EAZA Accreditation Programme (EAP) offers a framework for assisting zoos and aquariums to achieve their aims, and an opportunity for cyclical independent review and validation of their efforts and achievements. The aim of the accreditation programme is to be clear and transparent, ensuring confidence in EAZA and its Members from the wider zoo and aquarium community, visitors and external agencies.

What is the role of the EAZA Executive Office?

The EAZA Executive Office (EEO) provides a range of services to EAZA Members including membership administration by organising and attending the accreditation and inspection activities with the following services:

- First contact between applying institution and Membership coordinator in the EEO
- Collation and review of submitted accreditation documents
- Screening preparation and scheduling
- Screening team selection
- Rapporteur during screening
 - Facilitating the screening visit procedure
 - Providing expertise on EAZA Codes, Standards, Guidelines and procedures
 - Dealing with financial issues
- Writing screening reports
- Presentation about applicants for consideration by the M&E Committee
- Attending the M&E Committee meeting

Chapter 3 gives a more detailed explanation of the role of the EEO in the accreditation programme.

Reader's guide to this manual

Chapter 1 describes the forms of membership available to EAZA Members.

Chapter 2 describes the accreditation procedure and the steps involved for new applicants and existing members.

Step 1: the administrative phase

Step 2: the screening visit

Step 3: the decision on membership or accreditation

Chapter 3 deals with guidelines for an EAZA screening team including a description of the tasks of EAZA rapporteurs and EAZA screeners during the different phases.

Chapter 4 outlines procedures for other Membership and Ethics decisions and actions, including complaints, appeals, cooperation with other committees, and other related topics.

1. Forms of membership

EAZA has the following categories of membership:

- Full Membership
 - Temporary Membership
 - Temporary Membership - Under Construction
- Candidate for Membership
- Associate Membership
 - Non-Public
 - Non-Public (Temporary)
 - Zoo/Aquarium
 - Zoo/Aquarium (Temporary)
 - Education-based
 - Conservation-based
 - Zoo staff organisation
 - Membership-related organisation
- Corporate Membership
- Honorary Membership (see [EAZA Constitution](#) for more detail)

All these forms of membership will be discussed below, as they have different conditions, obligations and voting rights during the EAZA Annual General Meeting (AGM). Which form of membership will be awarded is at the discretion of the M&E Committee and Council.

All potential applicants interested in EAZA membership must first contact the EEO to determine the membership category they fit into. These are roughly designated as potential 'Full' or 'Associate' Members, each with their own membership procedure. Once this is determined, the EEO will inform the applicant of the related application costs, entrance fee and membership fee if approved.

A visual representation of the application procedure for new members can be found in *Figure 3*.

1.1 Full, Temporary and Candidate for Membership

Full Membership

Full Membership is granted to an institution (zoo or aquarium) that is a permanent establishment open to and administrated for the public where animals of wild species are kept to promote *in situ* nature conservation, through the provision of education, information and recreation and the facilitation of research and that, in the opinion of the Council, maintains suitable standards of management and animal husbandry and fulfils all other membership criteria. This form of membership is only available to institutions located in a country on the EAZA Country List ([Appendix 1](#)). Potential Full

Members must participate in an accreditation screening as part of their application process, must meet EAZA Standards and abide by the Code of Ethics. If EAZA Council decides to deny membership, the applicant must wait five years before reapplying for membership again.

The obligations of a Full Member of EAZA are stated in the EAZA Constitution. They can be summarised as follows:

- Maintain a high standard of animal husbandry and follow new developments.
- Encourage staff to be actively involved in conservation activities and participate in membership of conservation bodies.
- Participate in scientifically based population management programmes.
- Contribute to the advancement of biological knowledge of the species kept.
- Promote the spirit of, and comply with international treaties regarding the acquisition, possession and transportation of animals.
- Provide educational programmes and facilities.
- Abide by the EAZA 'Code of Ethics', Standards for the Accommodation and Care of Animals in Zoos and Aquaria, EAZA Conservation Standards, EAZA Conservation Education Standards, EAZA Research Standards, EAZA Population Management Manual, and other EAZA governing documents stated on [the EAZA website \(www.eaza.net\)](http://www.eaza.net).

In addition to the Constitutional responsibilities, EAZA Council agreed that cyclical accreditation screenings are also part of EAZA membership conditions.

A Full Member institution has voting rights in EAZA Committees. Full Members may also serve on Council if elected. Full Members are also admitted to the Annual General Meeting (AGM) and may cast one vote during this meeting. The Member may be represented in the AGM by its chief executive officer or by one of its other officers holding a written proxy to that effect.

Temporary Membership

Temporary Membership of EAZA can be accorded to a zoo or aquarium that does **not yet** meet the standards required for Full Membership. However, it must be feasible for the institution to be able to comply with the standards for Full Membership within two years. Temporary Membership is accorded for a period of two years. At the discretion of EAZA Council, this term can be extended with one additional year.

The obligations of a Temporary Member are the same as those of a Full Member of EAZA, which are outlined in the EAZA Constitution. They can be summarised as follows:

- Maintain a high standard of animal husbandry and follow new developments.
- Encourage staff to be actively involved in conservation activities and participate in membership of conservation bodies.

- Participate in scientifically based population management programmes.
- Contribute to the advancement of biological knowledge of the species kept.
- Promote the spirit of, and comply with international treaties regarding the acquisition, possession and transportation of animals.
- Provide educational programmes and facilities.
- Maintain membership of and utilisation of Species360
- Abide by the EAZA 'Code of Ethics', EAZA Population Management Manual, Standards for the Accommodation and Care of Animals in Zoos and Aquaria and other EAZA governing documents stated on [the EAZA website](#).

A Temporary Member is obligated to participate in all population management programmes for the species they hold but may not acquire new programme species during their temporary membership without approval of the EEP Committee.

Representatives from Temporary Member institutions can, with the approval of the chair of the relevant committee, attend meetings of the committees. They do not, however, have the right to vote. Temporary Members have the right to attend the AGM, but they do not have voting rights.

During their temporary membership, Temporary Members will be contacted by the EEO for progress reports. These reports should address specifically the recommendations provided by EAZA after the original screening of the institution, accompanied by evidence (e.g. pictures, documents).

After a Temporary Member submits a progress report to the EEO, a copy will be forwarded to both the national and international screeners who took part in the original screening visit to the institution. The screeners will also receive a copy of the original screening visit report to compare the reports and verify whether the submitted progress report is accurate. These comments are forwarded to the M&E Committee. The M&E Committee will discuss the progress report and the opinion of the screeners and will advise Council on membership. In some cases, and based on the M&E Committee recommendations, a follow-up screening visit may be organised before the Temporary Membership period comes to an end. The screening visit will be organised by the EEO, if possible using the same screening team as the original screening visit, and it is to be paid for by the Temporary Member.

In exceptional cases, if a Temporary Member institution is unable to meet the requirements set by the M&E Committee for Full Membership, M&E can propose to Council to approve an extension of Temporary Membership by one year. Temporary Membership can only be extended once. If a Temporary Member is unable to meet the conditions for membership within the period set by EAZA, the Temporary Membership may be terminated. The terminated institution will then need to wait a five-year period before re-applying for EAZA membership.

The M&E Committee can also recommend the assignment of a **mentor**, who will provide advice and guidance during their temporary membership period.

Temporary Membership – Under Construction

Temporary membership – Under construction can be awarded to a zoo or aquarium that is under construction and not yet open to the public and would qualify for Full Membership. The institution is either still in the planning phase or in the building stage.

Temporary Membership under construction is accorded for a period of two years. At the discretion of EAZA Council, this term can be extended with one additional year.

As soon as the institution opens to visitors, it must apply for Full Membership and have an accreditation screening as close as possible to the opening (*see 1.2.2 Screening*). Zoos and aquariums with a Temporary Membership - Under Construction may receive animals with the approval of the EEP Committee on a species by species basis.

Representatives from Temporary Membership – Under Construction institutions can, with the approval of the chair of the relevant committee, attend meetings of the committees. They do not, however, have the right to vote. They have the right to attend the AGM but they do not have voting rights.

Candidate for Membership

The category 'Candidate for Membership' (CfM) can be awarded to an institution, located in a country on the EAZA Country List (Appendix 1), that is working towards compliance with the EAZA Standards. Candidates for Membership can only be zoos and aquariums which have not previously been a Member of the Association for the last five years prior to the application for Candidate for Membership. Institutions in this category are offered a range of **technical assistance and mentoring**, mainly provided and supervised by the EAZA Technical Assistance (TA) Committee.

To become a Candidate for Membership, it is necessary to first apply for EAZA membership in the normal way. The applicant institution requests an Accreditation Questionnaire (AQ) from the EAZA Executive Office (EEO), completes the AQ, submits it to the EAZA Executive Office and pays an administrative fee.

The AQ is reviewed by the EEO and, if the applicant is found eligible to become a CfM, forwarded to the Technical Assistance Committee. If the institution is judged to be a realistic Candidate for Membership by the TA Committee, a site visit will be organised by two representatives of the TA Committee, with the cost of the visit to be covered by the applicant institution.

After this site visit, a report is written and sent to the TA Committee who, based on this report will either recommend a membership decision about the applicant institution to the Membership and Ethics Committee or will deny the applicant. This decision needs final approval by the EAZA Council.

If EAZA Council approves, the TA Committee assigns a mentor to the institution (see Chapter 4.5 for more information about mentorship). The new Candidate for Membership pays an annual membership fee according to the fee structure on the EAZA website.

Candidates for Membership are permitted to participate in up to five population management programmes (EAZA Ex situ Programmes/EEPs). These are selected in cooperation with the mentor, population management programme coordinators and the EEP Committee.

All Candidates for Membership are invited to attend the EAZA Annual Conference, and to present a short progress report to the TA Committee, other Candidates for Membership and other interested delegates.

Representatives from Candidate for Membership institutions can, with the approval of the chair of the relevant committee, attend meetings of the committees. They do not, however, have the right to vote. They may also attend the Annual General Meeting (AGM) if invited by the Chair of Council, but they do not have voting rights.

1.2 Associate Membership

Associate Membership is aimed at associations, federations, non-public institutions, institutions outside the EAZA region or organisations that wish to liaise with EAZA regarding conservation work, population management programmes, EU related tasks and policymaking. Commercial entities cannot be Associate Members and are classified as Corporate Members. Associate Membership has different sub-categories depending on the type of applicant. Representatives from all types of Associate Membership can propose a representative(s) to take part in EAZA Committees. If selected, they have the right to vote on Committee matters, unless indicated below. Associate Members can also attend the AGM, but they do not have voting rights.

A visual representation of the application procedure for Associate Members can be found in *Figure 4*.

Associate Membership – Non-Public

This form of membership can be awarded to permanent establishments holding animals of wild species where there is no public visitation or limited public visitation, e.g. breeding centres. When Associate Membership institutions hold animals, the standard application procedure will be followed, including a screening visit to their institution. This screening visit will use an adapted screening report and will focus on animal welfare and compliance with the EAZA Standards for Accommodation and Care. These members need to follow all EAZA procedures and participate in population management programmes but are not expected to meet EAZA Standards for Conservation Education, Conservation and Research. They are also not required to have Species360 membership.

Associate Membership – Non-Public (Temporary)

This category applies to new applicants or existing Associate Members – Non-public (see above) that do not meet the EAZA Standards of Accommodation and Care at the time of screening but could do so within one or two years. These members are expected to follow all EAZA procedures and participate in population management programmes during their temporary membership. Associate Members - Non-Public (Temporary) do not have the right to vote in Committees they might be part of due to the temporary nature of their membership classification.

Associate Membership – Zoo/Aquarium

The 'Associate membership – Zoo/Aquarium' category is meant for institutions open to the public that are located in a country not listed on the EAZA Country List (Appendix 1). These zoos/aquariums will follow the standard application procedure, thereby submitting to a full accreditation screening. Additionally, upon receipt of an application for this type of Associate Membership, the EEO will inform the regional association in the applicant's region of the application and inquire whether there are any objections to the institution potentially joining EAZA.

Should such an institution become an 'Associate Member – Zoo/Aquarium', they must follow all EAZA Standards, rules and regulations, including population management programme participation and Species360 membership. They will act as a Full Member and have the same obligations. These institutions must be a member in good standing of their regional organisations (such as ZAA, AZA), when present. However, EAZA rules must be followed above all others.

Associate Membership – Zoo/Aquarium (Temporary)

This category applies to new applicants or existing Associate membership – Members-Zoo/Aquarium (see above) that do not meet EAZA Standards at the time of screening but could do so within one or two years. These members need to follow all EAZA procedures and participate in population management programmes. Associate membership – Members -Zoo/Aquarium (Temporary) do not have the right to vote in Committees they might be part of.

Associate Membership – Education-based

This form of membership is awarded to educational institutions that support the vision and goals of EAZA and want to be part of the EAZA network, e.g. universities.

'Education-based Associate Members' must abide by the EAZA Code of Ethics and other governing documents applicable.

Associate Membership – Conservation-based

'Conservation-based Associate Membership' is meant for institutions or organisations working with clear conservation goals. These organisations perform research or collect funding for *in* or *ex situ* conservation projects and work closely together with zoos and aquariums, e.g. Zoological Society for the Conservation of Species and Populations.

'Associate Members – Conservation based' must abide by the EAZA Code of Ethics and other governing documents applicable.

Associate Membership – Zoo staff organisation

This form of membership is meant for organisations that unite zoo staff, such as membership organisations for zookeepers or educators.

'Associate Members – Zoo staff organisations must abide the EAZA Code of Ethics and other governing documents applicable.

Associate Membership – Membership-related organisation

This category is meant for organisations that unite zoological institutions within a certain country or region: The National or Regional Zoo and Aquarium Federations and Associations.

These members do not have to abide by the EAZA Code of Ethics and other governing documents applicable.

1.3 Corporate Membership

Corporate Membership is available to any legal entity that provides goods and services to zoos and aquariums. This does not include any companies that own, sell or exhibit animals.

Examples of potential Corporate Member activities are:

- Aquarium equipment
- Consultancy
- Enclosure equipment
- Event management
- Exhibit design / Architecture
- Merchandise
- Nutrition
- Park theming
- Transport
- Visitor services & Ticketing

The application procedure is as follows:

Administrative Phase

The administrative phase of the application procedure for potential Corporate Members begins with an organisation requesting the application documents or by the organisation filling out the application which is available on the EAZA website.

Moreover, potential members may be recruited from sponsors of and vendors at the EAZA Annual Conference, participants in related external conferences and through

online research. The application package consists of a one-page application form and a request for two support letters, at least one of which must be from an existing Member of EAZA or a member of a recognized regional association.

Applying for membership also confirms that the organisation is ready to abide by the EAZA Code of Ethics and that any conduct prejudicial to or in violation of the Code will be cause for revocation of membership.

When an institution provides the EEO with its completed application, a 'paper-based' screening procedure is initiated in order to confirm that the potential member meets EAZA's requirements and is aligned with EAZA's values and mission. The EEO will create a dossier of information on the potential member for the Chair of the Membership and Ethics Committee to review and provide tentative approval, shortening the timeline of Corporate Membership approval compared to other membership categories. The screening procedure can include but is not limited to:

- Checking the company website for additional information
- Checking online reviews of the organisation
- Checking the Chamber of Commerce for legal status
- Reaching out to known previous clients
- Requests for additional information about the organisation
- Request for legal documentation to clarify ownership and relationship with sister organisations

If the EEO identifies a need for further information or potential conflicts or concerns, the dossier may be sent to relevant Committees, TAGs or Working Groups to ask for input. These Committees, TAGs and Working Groups can make a recommendation on the potential membership of the Corporate Member.

Membership Decisions

Once completed, the application and dossier and any relevant recommendations from the Committees, TAGs or Working Groups are sent to the Chair of the Membership and Ethics (M&E) Committee for their tentative approval. If there are any concerns, the decision on membership will be delayed until the following M&E Committee meeting (see below).

If tentatively approved, the Corporate Member is informed of their approval via email. A welcome email is sent with the EAZA logo and an explanation on its use, information about accessing the EAZA Member Area, GDPR consent form and other documents, in addition to a request for additional information to add to the EAZA website. The Corporate Member will also be added to the EAZA LinkedIn Corporate Member forum.

The application is later reviewed by the full M&E Committee at their next meeting (usually held in April and September) and then they make a recommendation to EAZA Council. EAZA Council makes the final decision as to whether the organisation should be awarded entrance to EAZA. EAZA Council also meets twice a year, usually in April and

September. The M&E Committee and EAZA Council retain the right to reject the application for Corporate Membership for any reason.

The applicant will be informed via email within 14 working days after the decision. If Council decides not to accept the preliminary approval, a pro rata amount of the paid fee will be reimbursed, the membership terminated, and all benefits removed.

Membership Fees

Membership fees invoices are sent after the tentative approval of the M&E Committee Chair. This fee should be paid prior to the next meeting of the M&E Committee and Council, unless this approval comes too closely to the meetings. The first-year fee is prorated according to what month the Member joins EAZA.

Membership fees are invoiced once a year and must be paid in full to continue membership.

Non-payment of membership fees will result in restrictions of benefits until they are paid. This can vary from short-term pausing discounts and advertising opportunities to stopping all benefits and access to the Member Area if the membership fee is in debt for six months or more. If Corporate Members are having difficulty paying the membership fee, they are encouraged to contact the Executive Director to discuss their situation.

If the fees are not paid and a solution cannot be found, EAZA Council will discuss termination at their next meeting.

Levels of Membership:

There are multiple levels of Corporate Membership with different benefits. The current levels and their benefits can be found on the [EAZA website](#).

Withdrawing Membership

If a Corporate Member decides to withdraw from EAZA membership, they should contact the EEO Corporate Member liaison. If the Member cannot be retained, both M&E and EAZA Council are informed at their next meeting and the Member is officially removed from membership. This also leads to the Member losing access to the Member Area and all other benefits.

When a Corporate Membership ends, at the decision of the Member or EAZA Council, then reapplication for membership to the association cannot be made earlier than five years after the end of the membership became effective, unless Council resolves otherwise. If the reason for the end of membership was the failure to pay the annual contribution to the association, then unpaid contribution must be balanced prior to the reapplication.

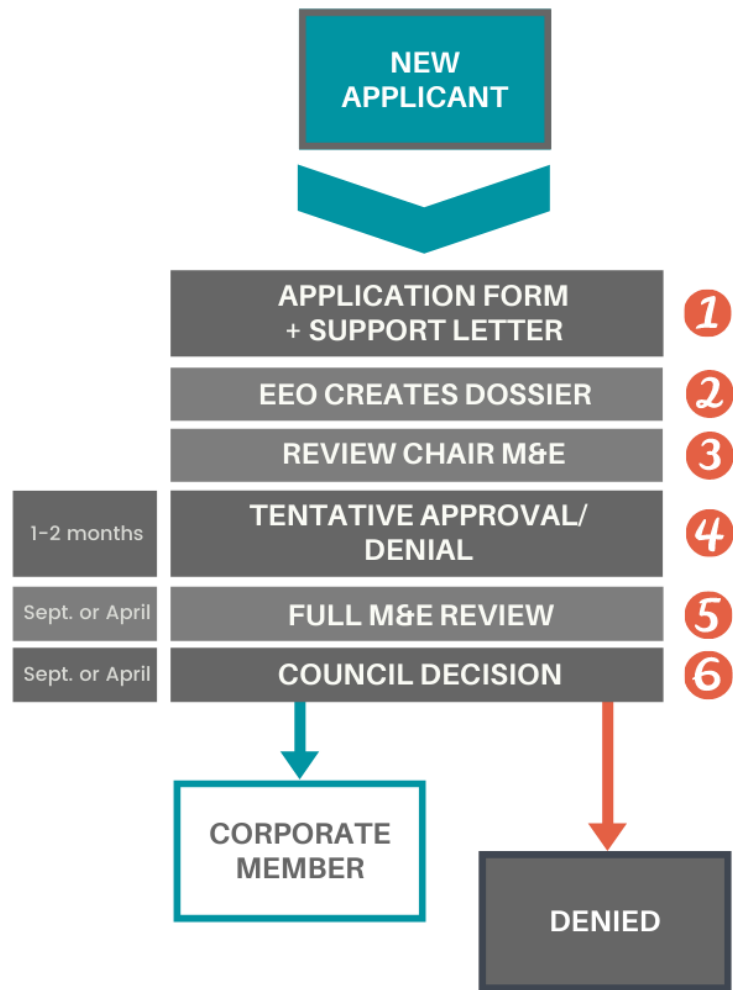


Figure 1: Corporate Membership Process

2. The EAZA Accreditation Programme

As part of the application procedure, potential Members holding animals (including Associate Member Non-Public and Zoo/Aquarium) must submit to an accreditation procedure. The procedure also applies to existing Members who must participate in a cyclical re-accreditation procedure. It may also be applied to a Member who has been the subject of a serious complaint.

The EAZA accreditation procedure is made up of three steps, which are described in the following paragraphs. There are different approaches to new applicants and existing Members. Therefore, the procedures will be described separately.

For new applicants, the expected timeline between application and final decision is approximately 1.5 years depending upon time of application.

A targeted 'institutional guide' to accreditation, with more detail about the screening visit itself, is found in Appendix 2.

2.1 Accreditation procedure for new applicants



Figure 2: Accreditation Procedure for New Applicants

2.1.1 Step 1: Administrative phase

The administrative phase of the accreditation procedure for new applicants begins with an institution requesting the documents required for applying for membership. The EAZA Executive Office (EEO) responds to this request by providing the institution with an application package. When an institution provides the EEO with its completed application, together with the accreditation fee, the pre-screening procedure is initiated. If the pre-screening procedure has a positive outcome, the applicant will proceed to phase two in the accreditation procedure. The processing time for an application is approximately six months.

Request for application package by the applicant

The first step in becoming an EAZA Member institution is contacting the EEO to request the application package. The EEO will respond to this request within 2 working weeks with all materials necessary for applying for EAZA membership, as well as information on the accreditation procedure and links to online resources with information about EAZA and EAZA's Standards and practices. Institutions considering applying for EAZA membership are expected to study EAZA's Standards and governing documents carefully before submitting their application.

Application package

The application includes or has links to the following documents:

- Accreditation Questionnaire form
- A template for a declaration to be signed by the Director or CEO of the applying institution
- EAZA Membership and Accreditation Manual
- EAZA Benefits of Membership – a brochure describing the most important benefits and responsibilities of EAZA membership
- Information about EAZA's membership fee structure (online resource)
- EAZA Population Management Manual (online resource)
- EAZA Standards, governing documents and guidelines (online resource)

A record of all information requests and type of information provided is kept at the EEO.

Pre-screening procedure

EAZA starts the pre-screening procedure after an institution has returned the completed accreditation questionnaire along with the requested appendices, and after it has paid the application fee. Every application is thoroughly reviewed by the EEO accreditation team coordinators.

Based on the received questionnaire of every application, the EEO prepares a summary containing:

- Contact details
- Information on:
 - Animal care and welfare
 - Financial matters
 - Veterinary care
 - Zoological collection
 - Safety and security
 - Conservation impact
 - Education
 - Research
 - The applicant's history and plans for the future
- Overview of documents enclosed with the questionnaire

After finishing the summary, the applicant may be asked to provide additional or more detailed information by email. This additional information will be incorporated into the summary or added as an appendix. If the applicant is a member of a national or regional association, the EEO will contact this association with a request to share any relevant information about the institution. Should an institution fail to cooperate or communicate throughout this phase for more than six months, then the EEO has the discretion to put the application on hold. If the applicant institution does not provide sufficient evidence of its ability to meet EAZA Standards, the application can be denied. If the pre-screening has a positive outcome, the applicant will proceed to step two, the

screening visit. The institution is informed that it will proceed to the accreditation screening visit procedure and is requested to confirm its interest in joining EAZA.

Criteria pre-screening

Decisions concerning approval in the administrative phase are based on certain criteria:

- The applicant should meet all current EAZA Standards
- The applicant should be cooperative during the administrative procedure
- The applicant should have a positive attitude towards improvement by recognising the screening procedure as a peer review

On-hold applications

If an applicant does not respond to the request for additional information, a second and third request will be sent. If there is no response, a final request will be sent five months after the last communication from EEO, informing the applicant of the date that their request will be terminated. The date is usually six months after the final communication request, at the discretion of the EEO. If the EEO has terminated the application, a letter will be sent informing the applicant that their application has been terminated due to lack of communication. The facility may apply again at any time, but the application fee will not be refunded.

Terminated applications

If, during the administrative phase, the applicant institution does not provide sufficient evidence of its ability to meet EAZA Standards, then its application can be denied. This is proposed by the EEO for approval by the Membership and Ethics Committee, thereby saving time and money for all parties concerned. When an institution is denied in the pre-screening procedure, the EEO will inform it of the decision through an explaining letter, and the applicant institution will need to wait five years before re-applying.

2.1.2 Step 2: Accreditation Screening Visit Procedure

Screening visit

Step two in the accreditation procedure involves the preparation of a screening visit; the screening visit itself and the actions taken after the screening visit. When an institution proceeds to step two, the EEO will organise a screening visit to that institution.

Screening involves an independent review of facilities and operational procedures of the applicant by a screening team. The screening visit is fundamentally the same for new applicants as for existing Members.

Screening team selection

The first step of a screening visit is the selection of a screening team consisting of a national and international screener and an EEO rapporteur. The zoo will have an opportunity to decline a screener if they feel there are conflicts of interest. A concise overview of the tasks and requirements of screeners can be found in Chapter 3: [EAZA](#)

Screening Team Guidelines. Screeners are on an appointed visit of EAZA and cannot derive any other status or privileges from this task.

Screening preparation

Depending on the size and characteristics of the applicant institution, a screening visit will usually take one to three days.

The EEO coordinator will find two screeners appropriate for the country and type of facility and determine a range of dates when all three screening team members can participate. In the meantime, the applicant institution will work with the EEO to select a date that works best for all parties. The EEO coordinator will handle all correspondence throughout the scheduling and preparation procedure.

The EEO coordinator will make all travel arrangements in cooperation with the screeners and applicant. The applicant institution will be asked to arrange for lodging (with breakfast) and transportation to and from the airport/hotel/institution.

Before the screening visit, the applicant institution is requested to update certain relevant information (e.g. animal inventory list), as some information may be outdated by the time of the screening visit.

When a final date for the screening visit is selected, the EEO coordinator will send the screeners an information package on the applicant institution by email.

Screening visit

The screening visit includes the accreditation visit itself and the initial filling out of the [Screening Team Questionnaire](#).

If possible, the screening team meets before the screening visit (e.g. the evening before the inspection) during which the rapporteur reconfirms the screening procedure and answers any questions the screeners might have.

After an introduction of all parties at the start of the screening, the rapporteur explains the goal of the screening visit, the rough schedule for the day and answers any questions that the applicant or screeners may have. A room should be arranged for the screeners and rapporteur to meet privately prior to or after the tour.

In most cases, it is best, to begin with a short presentation about the facility, its governance and decision-making procedure, changes in the last five years and plans for the future. Next, the screening team should be provided with a full-access guided tour of the entire zoo facility, including off-display areas, animal holding, food preparation, veterinary clinic and staff quarters. This tour is guided by a member of the applicant facility's senior staff who provides information and answers questions. Sometime during the visit, the screening team will meet with the relevant staff members to discuss matters that could not be observed during the tour (e.g. conservation efforts, education- and research activities, veterinary- and safety procedures, and record

keeping). The screening team will speak with managerial staff and look through back-office documents, such as master plans, financial support and staff organisation. Generally, the screening team will share a meal at some point during the visit with the senior management team or relevant staff to discuss the screening further.

After the team feels it has enough information to make a recommendation, the screening team should be provided with a private room to complete the Screening Team Questionnaire and to discuss issues of concern or points that need improvement. The team's recommendation on membership may be discussed at this point but is not to be shared with the applicant institution. When the questionnaire is completed, the team meets with the director and relevant staff once more, to discuss any final matters that appeared unclear to the screening team. The institution will also be informed of the next steps for their application, a timeline for the decision and some general feedback from the screening team.

This is a rough estimation of a screening visit, and the exact order of activities can change depending on the screening or travel schedules.

Screening visit costs

All screening visit costs must be paid by the applicant institution¹.

Costs for a screening visit include:

- Travel costs
 - Flight tickets
 - Petrol costs/parking fees
 - Transportation
- Accommodation
- Food and drinks

The screeners are expected to provide the EEO coordinator with an overview of their costs and related receipts after which the EEO Office Manager will reimburse them². The EEO calculates the total costs of the screening visit and asks the applicant for reimbursement using an invoice. The EEO coordinator makes every effort to keep the costs as low as possible (e.g. by combining two screening visits in the same area)³.

Screening visit report

Well before the next M&E Committee meeting (held April and September), the rapporteur prepares a draft standardised report: the Screening Team Questionnaire. This report is sent to the screeners for comments and corrections, which are incorporated into the final report. After approval and signing of the final report (which is kept on file at the EEO), it will be sent to the members of the M&E Committee,

¹ Costs for a possible observer in the screening team are paid by the organization the observer comes from, upon agreement between EAZA and the applicant institution.

² The time a screener invests in a screening visit will not be reimbursed.

³ When a screening visit is combined with another screening or an EAZA meeting, the applicants share the travel costs.

accompanied by representative photos of the facility taken by the rapporteur and the screeners.

Findings of the screening team are kept confidential, as is the screening visit report, and are only shared with the M&E Committee and relevant EEO staff.⁴

2.1.3 Step 3: Accreditation and Membership Decisions

At every Membership and Ethics Committee meeting, all screening reports produced since the last meeting are discussed, after which recommendations on accreditation from the M&E Committee are provided to Council. The recommendation will be based on the screening report and any other relevant information taken on by the M&E Committee. The M&E Committee meets twice a year, usually in April and in September. During the meetings, at least one EEO staff member is in attendance.

Although the M&E Committee does discuss the screening reports and make recommendations on membership decisions, it is EAZA Council who makes the final decision as to whether the institution should be awarded entrance to EAZA or accreditation. EAZA Council also meets twice a year, usually in April and September. The applicant will be informed via email as soon as possible after the decision (usually within one day) and via post within 14 working days after the decision. Once all institutions are informed of the membership decision, the EAZA Membership is informed of new members via the following eNews.

There are four possible outcomes of membership for new applicants. For potential Full Members the options are: Full Membership, Temporary Membership, Candidate for Membership, or Denied. For potential Associate Members the options are Associate Membership, Temporary Associate Membership, or Denied.

If it is found that the applicant does not meet the standards required for Full Membership, but it is considered feasible for the institution to be able to comply with these standards within two years, the M&E Committee may recommend Temporary Membership to Council. In addition to this, the M&E Committee can also recommend the assignment of a [mentor](#), who will provide advice and guidance during their temporary membership period.

If the applicant does not meet the standards required for Full Membership, and it is not feasible for the institution to be able to comply with these standards within two years, the M&E Committee may recommend to Council that the institution is accepted into the Candidate for Membership programme.

⁴ In the case of an appeal to a membership decision, the Screening Team Questionnaire will be shared with the AGM to allow them to rule on the appeal, in accordance with the [Appeals Process](#).

If it is found that the Associate Member applicant does not meet the standards required for Associate Membership, but it is considered feasible for the institution to be able to comply with these standards within two years, the M&E Committee may recommend to Temporary Associate Membership to Council.

The M&E Committee and the EEO reserve the right to follow up on any concerns listed in the screening team report, regardless of the form of membership.

If an applicant is denied by Council, they must wait five years for reapplication.

Appeal Against a decision of EAZA Council

If an institution wishes to appeal against the decision of EAZA Council to deny, terminate or change membership status, a formal Appeal Procedure must be followed. This procedure is found in 4.3.

2.1.4 Costs and Responsibilities for New Applicants

Costs

The different phases of the application procedure involve different costs (up to date costs can be found on the [EAZA website](#)):

Administrative phase

In this phase, applicants must pay an application fee associated with the pre-screening procedure to cover administrative costs made by the EEO (e.g. liaising with the applicant, ensuring all appropriate information is supplied, review documents and preparing the summary).

In case of a Candidate for Membership applying for Full Membership, the application fee does not need to be paid again.

Screening visit

Applicant institutions must pay for the screening of their institution (see *Screening visit*). All costs for travel, accommodation and meals are the responsibility of the institution being assessed (EEO will ensure that travel costs are minimised whenever reasonably possible and will not likely exceed €2,500, depending on the location).

Entrance fee

A one-time entrance fee is charged when the applicant institution is accepted as a member of EAZA.

EAZA membership fee

EAZA membership fees are paid on an annual basis. The fee structure for the current membership year can be found on the [EAZA website](#). For Full Members, Temporary Members and Associate Members that are a zoo or aquarium, the annual membership fee is based on the number of paying visitors to the institution. Other types of Associate

Members and Candidates for Membership pay a fixed annual fee.

First-year membership fees are not prorated according to the date of approval and must be paid in full. All membership fees are subject to a standard 3% annual increase to allow for inflation related to regular core expenses.

Responsibilities

During and after the accreditation procedure, the applicant institution has certain responsibilities:

Administrative phase

- To complete the Accreditation Questionnaire and to provide the EEO with all requested information.
- To pay and confirm receipt of application fee.
- To be cooperative in providing the EEO with extra information or answers to questions.

Screening visit

- To assist the EEO in organising the screening visit (e.g. accommodation, travel).
- To deal with (if possible) all financial matters during the screening visit (e.g. hotels, meals).
- To ensure that, during the screening visit, all relevant staff members are present and available for questions.
- To allow full access to the entire facility and any location deemed to be relevant to the screening
- To reimburse the EEO promptly with all travel, accommodation and consumption costs not yet paid for.

After accreditation (if accepted as EAZA Member)

- To pay the entrance fee to the EEO in time.
- To pay the membership fee (which depends on the annual number of paying visitors).
- To provide the EEO with regular updates on progress, especially regarding the recommendations and conditions formulated by EAZA after the screening visit.
- To keep the EEO updated on staff changes in higher management and updated contact information.
- To maintain the standards expected of an EAZA Member and repeat the accreditation procedure on an approved cycle.
- To fulfil EAZA Member obligations.

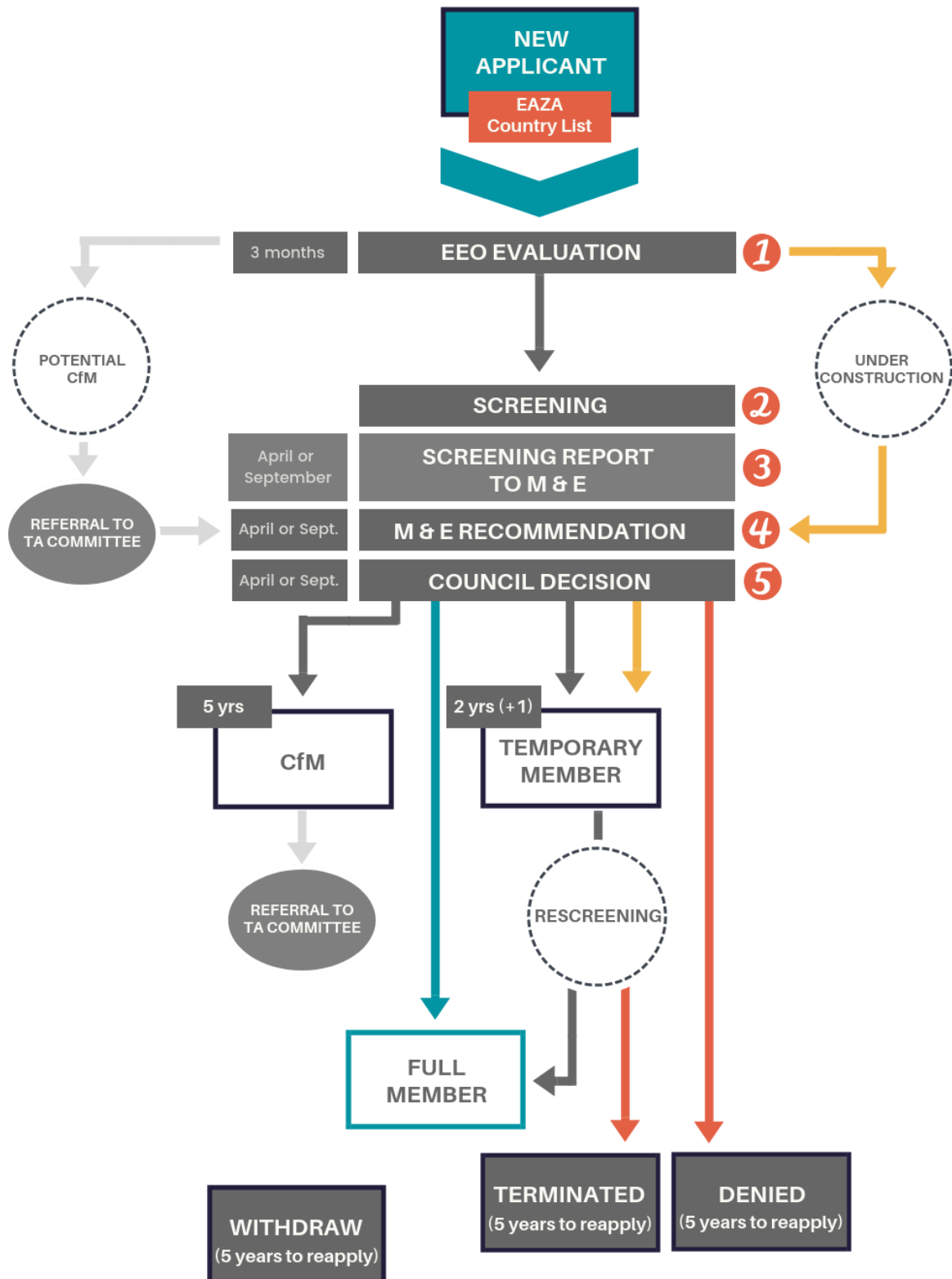


Figure 3: New Full Member Applicant Procedure

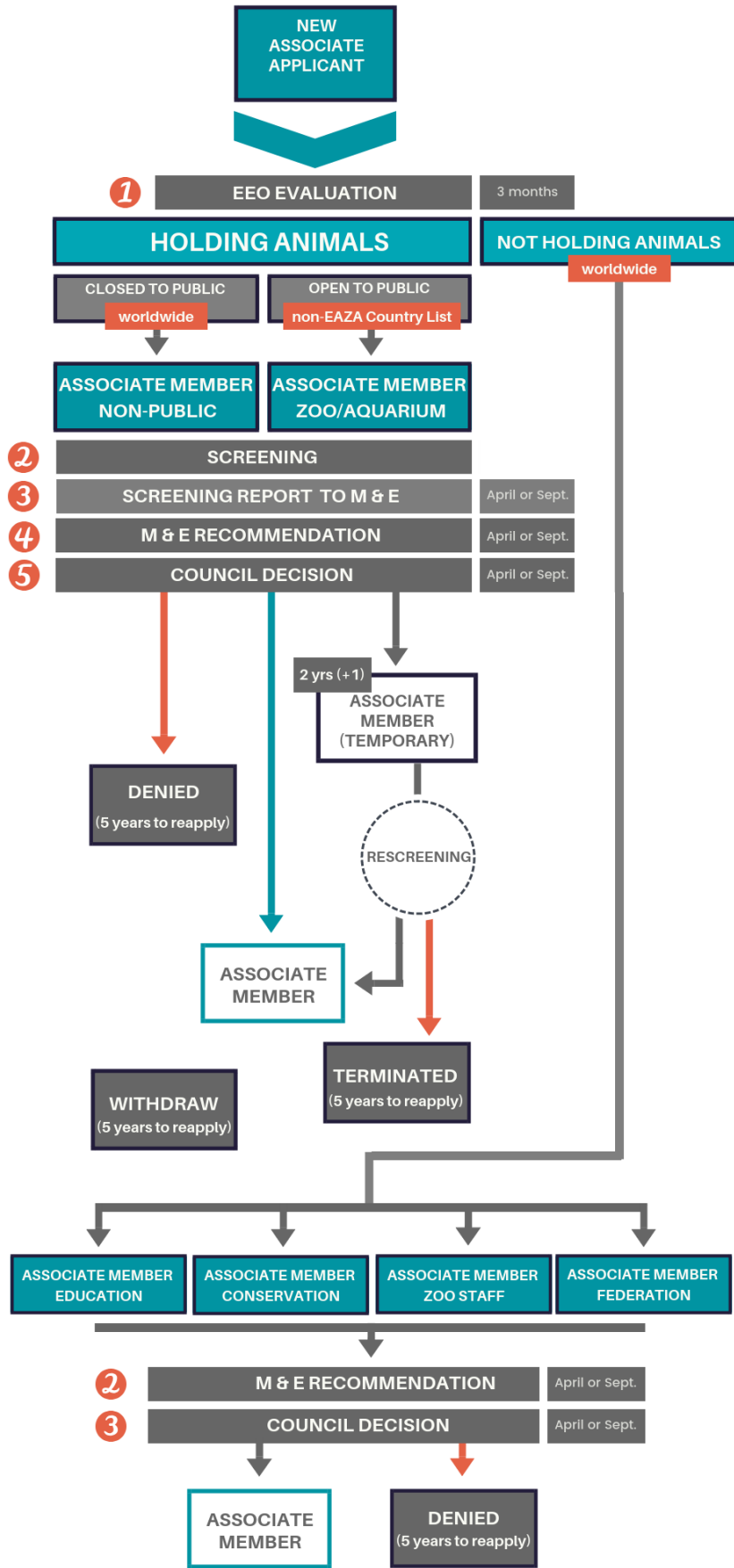


Figure 4: New Associate Member Applicant Procedure

2.2 Accreditation Procedure for Existing Members

Existing Members in the categories of Full, Associate Member Non-Public and Associate Members Zoo/Aquarium must participate in a cyclical re-accreditation procedure in order to maintain their membership.

The procedure described below is for the cyclical accreditation of existing Members.

2.2.1 Step 1: Administrative phase for Existing Members

Request or invitation to apply

Step one in the accreditation procedure for existing EAZA Members begins with contact between the facility and the EEO, either through an accreditation request by the facility or an accreditation invitation from the EEO. In both cases, the facility will be sent an accreditation package electronically with all relevant information and links to the following documents:

- Invitation to apply for accreditation
- Accreditation Questionnaire and instructions
- EAZA Membership and Accreditation Manual
- Links to EAZA governing documents, including EAZA Constitution, EAZA Standards for Accommodation and Care, Code of Ethics and Standards for Conservation, Conservation Education and Research
- Link to the current EAZA Population Management Manual
- Membership fee information sheet
- Link to the EAZA: Benefits of Membership document

All required documents can be found on [the EAZA website](#).

After submitting the online accreditation questionnaire and any requested documents, the EAZA Member institution will proceed to step two in the procedure, the screening visit.

Cyclical accreditation and declining

To ensure that standards are maintained long-term, Member institutions will be screened on an approximately 7-10 year cycle. Institutions will be invited to apply for accreditation according to when they became a Member, or at their request. A Member institution has the right to decline the first request for an accreditation screening; which will place them at the bottom of the screening queue, likely delaying their screening for some years. If they decline a second time, the case will be referred to the Membership and Ethics Committee which will decide on a further course of action.

2.2.2 Step 2: Accreditation screening visit procedure

Screening visit

Step two in the accreditation procedure involves the preparation of a screening visit; the screening visits itself and the actions taken after the screening visit. When an institution proceeds to step two, the EEO will organise a screening visit to that institution.

Screening involves an independent review of facilities and operational procedures of the applicant by a screening team.

Screening team selection

The first step of a screening visit is the selection of a screening team consisting of a national and international screener and an EEO rapporteur. A concise overview of the tasks and requirements of screeners can be found in Chapter 3: [EAZA Screening Team Guidelines](#).

Screening preparation

Depending on the size and characteristics of the applicant institution, a screening visit will usually take one to three days.

The EEO coordinator will find two screeners appropriate for the country and type of facility and determine a range of dates when all three screening team members can participate. In the meantime, the applicant institution will work with the EEO to select a date that works best for all parties. The EEO coordinator will handle all correspondence throughout the scheduling and preparation procedure.

The EEO coordinator will make all travel arrangements in cooperation with the screeners and applicant. The applicant institution will be asked to arrange for lodging (with breakfast) and transportation to and from the airport/hotel/institution. Before the screening visit, the applicant institution is requested to update certain relevant information (e.g. animal inventory list), as some information may be outdated by the time of the screening visit.

When a final date for the screening visit is selected, the EEO coordinator will send the screeners an information package on the applicant institution by email. The content of the information package can be found in Chapter 3.2.

Screening Visit

The screening visit includes the accreditation visit itself and the initial filling out of the [Screening Team Questionnaire](#).

If possible, the screening team meets before the screening visit (e.g. the evening before the inspection) during which the rapporteur explains the screening procedure and answers any questions the screeners might have.

After an introduction of all parties at the start of the screening, the rapporteur explains the goal of the screening visit, the rough schedule for the day and answers any questions that the applicant or screeners may have. A room should be arranged for the screeners and rapporteur to meet privately prior to or after the tour.

In most cases, it is best, to begin with, a short presentation about the facility, its governance and decision-making procedure, changes in the last five years and plans for the future. Next, the screening team should be provided with a full-access guided tour of the entire zoo facility, including off-display areas, animal holding, food preparation, veterinary clinic and staff quarters. This tour is guided by a member of the applicant facility's senior staff who provides information and answers questions. Sometime during the visit, the screening team will meet with the relevant staff members to discuss matters that could not be observed during the tour (e.g. conservation efforts, education- and research activities, veterinary- and safety procedures, and record keeping). The screening team will speak with managerial staff and look through back-office documents, such as master plans, financial support and staff organisation.

After the team feels it has enough information to make a recommendation, the Screening Team should be provided with a private room to complete the Screening Team Questionnaire and to discuss issues of concern or points that need improvement. The team's recommendation on membership may be discussed at this point but is not to be shared with the applicant institution. When the questionnaire is completed, the team meets with the director and relevant staff once more, to discuss matters that appeared unclear to the screening team. Generally, the screening team will share a meal at some point during the visit with the senior management team or relevant staff to discuss the screening further. The institution will also be informed of the next steps for their application, a timeline for the decision and some general feedback from the screening team.

This is a rough estimation of a screening visit, and the exact order of activities can change depending on the screening or travel schedules.

Screening visit costs

All screening visit costs must be paid by the applicant institution⁵.

Costs for a screening visit include:

- Travel costs
 - Flight tickets
 - Petrol costs/parking fees
 - Transportation
- Accommodation
- Food and drinks

The screeners are expected to provide the EEO coordinator with an overview of their costs and related receipts after which the EEO office manager will reimburse them⁶. The EEO calculates the total costs of the screening visit and asks the applicant for

⁵ Costs for a possible observer in the screening team are paid by the organization the observer comes from, upon agreement between EAZA and the applicant institution.

⁶ The time a screener invests in a screening visit will not be reimbursed.

reimbursement using an invoice. The EEO coordinator makes every effort to keep the costs as low as possible (e.g. by combining two screening visits in the same area)⁷.

Screening visit report

Before the next M&E Committee meeting, the rapporteur prepares a standardised draft report: the Screening Team Questionnaire. This report is sent to the screeners for comments and corrections, which are incorporated into the final report. After approval and signing of the initial report (which is kept on file at the EEO) it will be sent to the members of the M&E Committee, accompanied by representative photos of the facility taken by the screening team.

Findings of the screening team are kept confidential, as is the screening visit report, and are only shared with the M&E Committee and relevant EEO staff.⁸

2.2.3 Step 3: Accreditation and Membership Decisions

The M&E Committee meets twice a year, usually in April and September. At every M&E Committee meeting, all screening reports produced since the last meeting are discussed. For Existing Members, the screening reports are delivered to the M&E Committee for discussion, but a recommendation to Council about a Member's accreditation is not made until the following meeting.

Within 14 working days after the M&E meeting, the reports are delivered to the screened institutions for their input and comment, and specifically for their response to the concerns outlined by the screeners. This initial report does not include the recommendation from the screeners. The response from the institution must be provided to the EEO at least 45 working days before the next M&E Committee meeting. The M&E Committee will take both the response and the original screening report into account when making a recommendation to Council. The M&E Committee and the EEO reserve the right to follow up on any concerns listed in the screening team report regardless of accreditation status.

EAZA Council makes all final decisions on membership and accreditation. There are three possible outcomes of accreditation decisions for Existing Members: Continued Full or Associate Membership and Accreditation, Temporary (Associate) Membership, or Termination. If there are concerns that are conditional to membership Council may decide that the institution reverts to Temporary Membership for two years. They may also recommend a mentor, working through the Technical Assistance Committee. Immediate termination would usually be in cases of severe violations of the Code of Ethics or the Standards for the Accommodation and Care of Animals.

⁷ When a screening visit is combined with another screening or an EAZA meeting, the applicants share the travel costs.

⁸ In the case of an appeal to a membership decision, the Screening Team Questionnaire will be shared with the AGM to allow them to rule on the appeal, in accordance with the [Appeals Process](#).

If a Member is unable to meet the EAZA Standards and address the major concerns to the satisfaction of Council, termination is possible. If an applicant is terminated by Council, they must wait five years for reapplication.

Council meets twice a year, usually in April and September. The applicant will be informed via email as soon as possible after the decision (usually within one day) and via post within 14 working days after the decision. Once all institutions are informed of the membership decision, the EAZA Membership is informed via the following eNews.

Appeal Against a decision of EAZA Council

If an institution wishes to appeal against the decision of EAZA Council to deny, terminate or change membership status, a formal Appeal Procedure must be followed. This procedure is found in 4.3.

2.2.4 Costs and responsibilities for existing members

Costs

The obligations of an applicant towards EAZA include payment of the accreditation costs. These costs are based on the different phases in the application procedure:

Administrative phase

For EAZA existing members, there is no cost associated with the administrative phase other than the time to fill out the accreditation questionnaire and assemble necessary documents.

Screening visit

Member institutions must pay for the screening of their institution (see *Screening visit*). All costs for travel, accommodation and meals are the responsibility of the institution being assessed (EEO will ensure that travel costs are minimised whenever reasonably possible and will not likely exceed €2,500, depending on the location).

Responsibilities

During and after the accreditation procedure, the member institution has certain responsibilities:

Administrative phase

- To complete the accreditation questionnaire and to provide the EEO with all requested information.
- To be cooperative in providing the EEO with extra information or answers to questions.

Screening visit

- To assist the EEO in organising the screening visit (e.g. accommodation, travel).

- To deal with (if possible) all financial matters during the screening visit (e.g. hotels, meals).
- To ensure that, during the screening visit, all relevant staff members are present and available for questions.
- To allow full access to the entire facility and any location deemed to be relevant to the screening
- To reimburse the EEO with all travel, accommodation and consumption costs not yet paid for promptly.

After accreditation

- To provide the EEO with regular updates on progress, especially regarding the recommendations and conditions formulated by EAZA after the screening visit.
- To provide the EEO with updates on higher management staff changes and up to date contact information.
- To stay up to EAZA Standards and repeat the accreditation procedure on a regular cycle.
- To fulfil EAZA Member obligations.

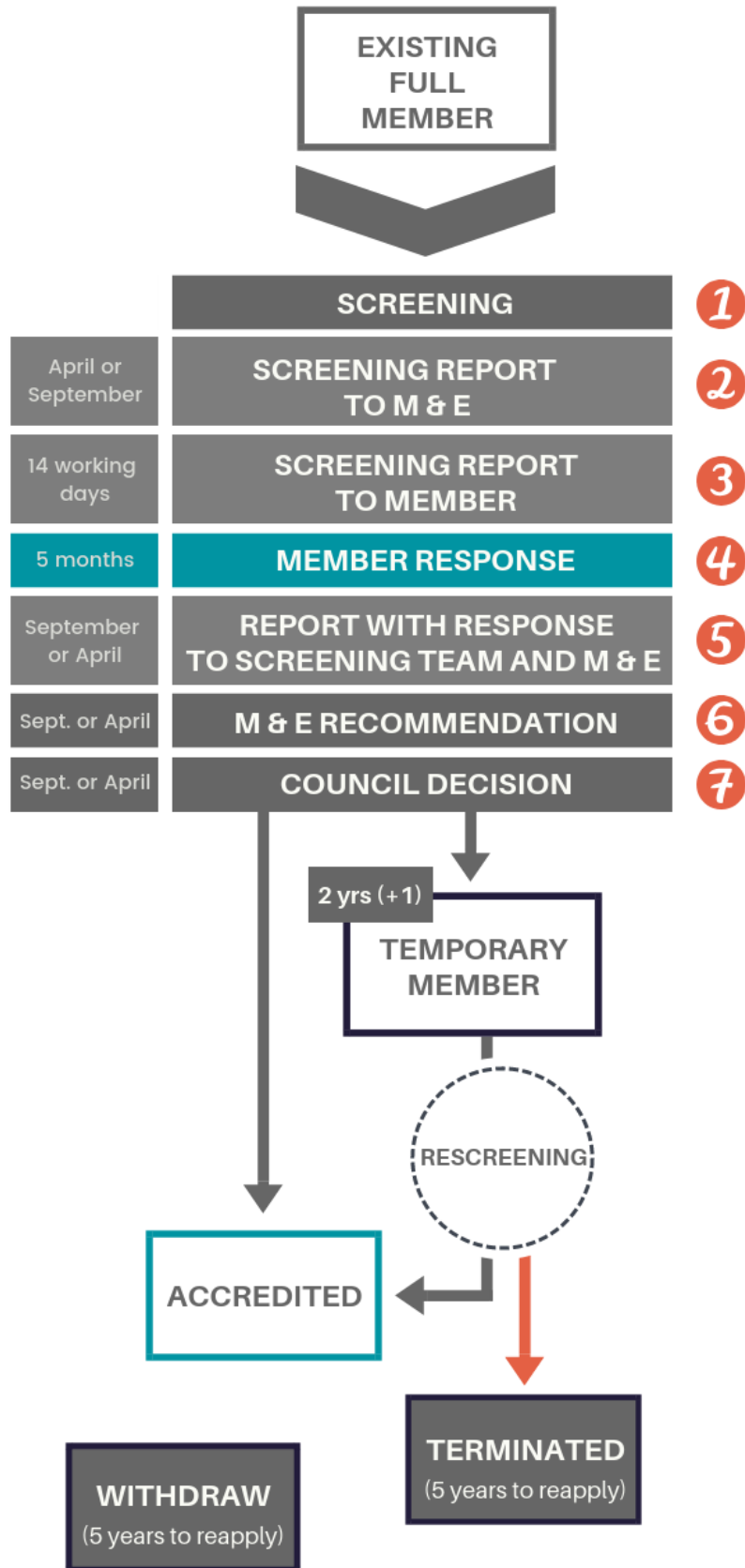


Figure 5: Accreditation Procedure for Existing Members

3. EAZA Screening Team Guidelines

This chapter describes the tasks and responsibilities of both the EAZA Executive Office rapporteur and the international and national screener.

The role of a **rapporteur** is to ensure conformity and equality in the accreditation procedure. This role is generally filled by a member of the EEO staff. The rapporteur acts as an advisor and EAZA's representative during the screening visit. They will take notes and photos during the site visit, inform the screeners and facility of all required tasks, keep to the visit schedule, and serve as spokesperson for the entire screening visit. Any problems that arise will be handled by the rapporteur.

The EEO also identifies the **national screener**. When choosing a national screener, the EEO considers logistics (to keep travel costs low) and the expertise of the screener. If the institution is also a member of an EAZA recognized national federation, the federation may assist in finding a suitable national screener. Tasks of a national screener include assisting with translations (e.g. documents, on-site translation), providing background information on cultural matters of the country, and informing the screening team on national legislation. Occasionally, this role will be served by a **regional screener**, for example in cases where there are no other EAZA Members in a country. If the screening is in a country not on the EAZA Country List (Appendix 1), a representative from a regionally accredited member or regional association may also be invited to attend.

The **international screener** is also selected by the EEO. The decision is based on the experience of the screener about the applicant institution. For example, a safari park will most likely be screened by an international screener who has experience with safari parks. In general, at least one of the screeners is from an already accredited institution.

Institutions have the right to decline a screener if they feel there are valid conflicts of interest and inform the EEO well in advance of the screening.

3.1 EAZA Executive Office rapporteur

Tasks of the EAZA Executive Office rapporteur involve:

Facilitating the screening visit procedure

- During the meeting before the screening visit, the rapporteur briefs the screening team on the EAZA accreditation procedure.
- The rapporteur decides on the procedure and schedule during the screening visit.
- The rapporteur clarifies points of the Screening Team Questionnaire when needed.

Dealing with financial issues

- Preferably all financial matters during the dates of the screening are directly taken care of by the applicant institution (hotels, dinners etc.) when possible.
- The EAZA rapporteur will pay for any additional necessary costs not covered by the institution during the screening and invoice the applicant institution late for these costs.
- The EEO coordinator makes an overview of all expenses made concerning travel, accommodation and consumptions by the rapporteur and the screeners. The screeners will submit their costs to the EEO, to be compiled into an overview and then invoiced to the institution.

Taking pictures

- Photos are to provide a clear and unbiased impression of the facility and will be provided with the screening report. Areas of concern should have an associated photo in the report.

Writing a screening visit report

- The rapporteur prepares a draft screening visit report, well before the next M&E Committee meeting. This report provides a detailed report of the institution, points of concern and recommendations and conditions for their membership/accreditation. The report concludes with a recommendation on membership to the M&E Committee.
- All rapporteurs are expected to use the standardised template, to maintain conformity in the reports. The rapporteur provides the report to the screeners for comments and edits, which will be incorporated into the final report. After approval and signing of the final report by both screeners, it is sent to the members of the M&E Committee to be discussed at their next meeting. Reports remain confidential and will not be made available to other parties. All final reports are kept on file at the EEO.

3.2 EAZA screeners

EAZA aims to have a pool of 80+ volunteer screeners. To be considered to serve as a screener, screeners are required to:

- Be employed by a Full EAZA Member institution (or have institutional support).
- Have a minimum of 5 years working experience in a zoo and currently hold a senior management position (veterinarian, curator, educator, director).
- Have a good knowledge of the English language (both writing and speaking).

Enquiries about becoming a screener are handled by the EEO. During the application procedure, a potential screener is asked about their experience, availability and any specialised knowledge that might be useful during screening visits. All screeners are

expected to be available for at least one screening visit a year. If the potential screener is not the director of their facility, their director must sign the application form to guarantee that they will be available for at least one inspection per year.

Tasks of the screeners include:

Preparing for the screening

- Screeners are expected to read the information package (see further for content) that is sent to them by the EEO well before the screening visit.
- Screeners are expected to be well-informed on EAZA Standards.
- The national screener is expected to be well-informed on relevant national legislation.

The information package for screeners includes:

- Proposed travel schedule (e.g. flight details, hotel information)
- Contact details for the institution and the screeners
- Summary made on the information provided by the applicant institution (new applicants)
- Accreditation Questionnaire completed by the applicant institution
- Appendices provided by the applicant institution
- Updates provided by the applicant institution
- Screening Team Questionnaire

Participating during screening

- Screeners are expected to actively participate during screening, asking relevant questions, providing advice or support to the zoo, and providing guidance and opinion to the rapporteur.
- Screeners are expected to be objective and professional during the screening.
- Screeners must keep the screening findings within the screening team, and confidentiality must be maintained during and after the screening.
- Screeners will be informed of the Council's decision within four weeks.

Commenting on and approving the screening report

- The screeners are expected to read the draft report, comment on it and afterwards sign the final report for approval in a timely manner to allow the report to be ready for the M&E meetings.

Calculating screening costs

- Screeners are expected to calculate all costs made by them concerning travel, accommodation and consumptions, and to keep receipts. An overview of their costs, along with the receipts, must be submitted to the EEO as soon as possible after the screening visit for reimbursement.

Investigating a complaint

- The EEO may ask a national screener to visit an EAZA Member institution, in their region, on which a serious complaint has been filed. Procedure for handling complaints is listed in Chapter 4.

More targeted information can be found in the Screeners Guide ([Appendix 3](#)).

4. Other Membership Topics

4.1 Complaints

Complaints can be initiated by a member of the public, staff of a Member institution, or as a whistleblowing complaint from a former or existing member of staff against the facility. Additionally, the Executive Director may elevate informal complaints to the Membership and Ethics Committee for discussion on whether to enact the Complaints procedure. There is a prescribed procedure for handling complaints.

4.1.1 EAZA Complaints procedure relating to breaches of the EAZA Code of Ethics

This procedure endeavours to ensure that bona fide complaints or breaches of the Code of Ethics are dealt with by the Membership and Ethics Committee in a way that:

- Is seen by the complainant to be quick, accessible and effective;
- Ensures that each complaint is dealt with on its own merits, and identifies those which are malicious, mischievous or trivial; and,
- Provides a mechanism that allows EAZA to take appropriate action if a Member is in breach of its obligations under the EAZA Code of Ethics.

When a complaint alleging a breach of the EAZA Code of Ethics is received by the EAZA Executive Office (EEO) in writing (by email or post) the subsequent step by step procedure is followed:

4.1.2 Complaints against EAZA Institutions

For complaints concerning an EAZA Member the following steps apply.

- 1) The EEO will acknowledge all complaints submitted within 30 working days and provide information to the complainant about the complaint procedure and timeline.
- 2) If the Member is a joint member of a National Association, the procedure outlined in 4.1.4 is initiated.
- 3) If the complaint is deemed by EEO staff to be too vague or lacking in detail, the complainant is asked to provide more detail and substance regarding the issue(s) raised.
- 4) If the complaint is regarding a situation of which EAZA and the Member institution is already aware, has already been discussed by M&E or it is felt to be

no issue, the EEO can reply to the complainant without contacting the Member. The EEO will state that they are aware of the situation and will explain the relevant rules and policies of EAZA.

- 5) Based on the information received from the complainant, the EEO creates a complaint file summarising the key points of the complaint. This would include contacting the national association to ask for more information or the status of the institution. Neither the name nor any other identifying details of the complainant are included in the complaint file unless explicitly requested by the complainant. Protecting the anonymity of the complainant helps to ensure that any response from the institution in question deals with the issues addressed rather than the person(s) involved.
- 6) The complaint file is forwarded by the EEO to the key contact of the institution against which the complaint has been made. The Member is asked to respond in writing to the points raised in the complaint within a defined period.
- 7) In preparation for the twice-yearly M&E and Executive Committee meetings, the EEO prepares a complaints overview with detailed information about every complaint received. In the case of a complaint against a Member, the EEO uses the "traffic-light system" to give weight to each complaint.

RED is used for complaints that need to be discussed by the M&E Committee. These complaints concern EAZA Member institutions and are severe enough to cause damage to either the institution involved, staff members of that institution or EAZA itself.

ORANGE is used for complaints that need to be acknowledged by the M&E Committee members, but that does not require extensive discussion. This is either because it concerns non-EAZA membership institutions or because the issue has already been resolved by the zoo or the EEO has dealt with it in a way described under part 2.

GREEN is used for complaints that do not require any discussion or acknowledgement by the M&E Committee. These kinds of complaints mostly concern non-EAZA members or institutions outside of the EAZA Region.

In rare cases, a complaint may be brought to the Committee for discussion outside of the twice-yearly face to face or e-meetings.

Additionally, complaints arising from the EEP Committee are also included in this overview, as are any members that are not yet members of Species360. The EEO's liaison for complaints will inform the EEO liaison to the EEP Committee about the current complaints and discuss the possible consequences for population management programmes or other EEP Committee matters.

- 8) Both the complaint and the response from the Member concerned will be reviewed by the Membership and Ethics Committee at its subsequent meeting. If the committee deems the response to be satisfactory the issue is closed and archived by the EEO. In the event of the reply being deemed unsatisfactory, or a complaint being upheld, the Membership and Ethics Committee will recommend an appropriate course of action:
- a. For less serious complaints the Membership and Ethics Committee might simply recommend that the Member's written response to the complaint be noted. In the event of a repetition of the same or similar complaints against the same Member then a full investigation as outlined below may be justified.
 - b. More serious complaints or breaches of the Code of Ethics or Standards for the Care and Accommodation of Animals will be further investigated by the Membership and Ethics Committee. In addition to written submissions by both parties to the complaint, a screening visit to the collection concerned may be carried out, after which a report is submitted to the Committee. The complainant may not be part of this screening visit.
 - i. Following the full investigation of a serious complaint, and taking into consideration any subsequent report submitted, the Membership and Ethics Committee can choose to apply the appropriate level of sanction as outlined in the document *Sanctions in the case of a violation of the EAZA Code of Practice, Code of Ethics, or EEP procedures*.
 - ii. Both parties to the complaint shall be informed of the decision of the Membership and Ethics Committee within 30 working days of the decision.
 - iii. If sanctions are issued, they will be published in the EAZA eNews and Zooquaria.
- 9) Complaints are also an agenda item for the Executive Committee, so that they can support the M&E Committee in their decision making and be aware of any background on cases that might result in restriction or termination in line with *Sanctions in the case of a violation of the EAZA Code of Practice, Code of Ethics, or EEP procedures*.

The Member against whom the complaint has been made will be given an opportunity to comment on the recommended course of action. Further discussion by the Membership and Ethics Committee may be required after that.

4.1.3 Complaints relating to violations of the EEP Procedures

Complaints related to violations of the EEP procedures are managed by the EEP Committee according to the procedure outlined in Chapter 3.20 in the [EAZA Population Management Manual](#). The EEP Committee informs M&E of any sanctions that are a result of these complaints through a joint complaints meeting held prior to the EEP Committee meeting in the Spring and during the EAZA Annual Conference in September.

4.1.4 Complaints against joint National Association and EAZA Members

In the case of a complaint against a joint EAZA and National Association (NA) Member a different procedure is followed. Participation in this procedure by National Associations is voluntary.

- 1) If a Membership and Ethics Related Complaint is received by EAZA:
 - a. EAZA Executive Office (EEO) receives the complaint and enacts their Complaints Procedure.
 - b. EEO contacts the NA as part of their standard Complaints Procedure to:
 - i. Confirm whether the member is a joint member and/or its status of membership.
 - ii. When they are not a joint member, EAZA will enact their own procedures without the need for consultation with the NA. EAZA will however inform the relevant NA of any complaints that are upheld and result in a warning/sanction/suspension/etc.
 - iii. When they are a joint member, the EEO will:
 1. Learn whether the NA has also received the complaint and whether this issue has already been addressed.
 2. Learn if the NA has a complaints process to enact.
 3. Enact the Joint Complaint Procedure outlined in point 3.
- 2) If Membership and Ethics Related Complaint is received by National Association:
 - a. NA receives the complaint and enacts their Complaints Procedure (when in place).
 - i. NA contacts the EEO to confirm if the member is a joint NA/EAZA member.
 - ii. When they are not a joint member, the NA will enact their own procedures without the need for consultation with EAZA. NA will however inform EAZA of any complaints that are upheld and result in a warning/sanction/suspension/etc.
 - iii. When they are a joint member, the NA will:
 1. Learn whether the EEO has also received the complaint and whether this issue has already been addressed.
 2. Enact the Joint Complaint Procedure outlined in point 3.

3) Joint Complaint Procedure

- a. If the member is a joint member, the issue has not already been addressed and the NA does not have a complaints procedure in place:
 - i. The EEO in cooperation with the NA, will reach out to the member for a response. The communication (text agreed upon by both NA and EAZA) will be sent by EAZA on behalf of the NA and EAZA Membership and Ethics (M&E) Committee.
 - ii. This response can include requests for evidence, photos and local licensing inspection reports.
 - iii. The member is informed at the time of contact that their response and any other information resulting from the investigation will be shared between EAZA and the NA.
 - iv. The EEO will receive the response and share all documentation with the NA.
 - v. NA and EEO discuss the response and determine whether any further action should be taken, either together or separately. This discussion may include EAZA's M&E Committee (as outlined in 4.1.2.8) and the NA's respective membership and ethics committee.
 - vi. On-site inspection
 1. In the case of an on-site inspection, EAZA may request the NA to perform this on their behalf. It is preferred that the NA inspection committee include at least one approved EAZA screener.
 2. If EAZA chooses to carry out an on-site inspection, they will endeavor to include at least one approved NA representative (screener, board member, committee member etc.) on the inspection team.
 3. Reports of the inspection will be shared with both EAZA and the NA. The member in question will be informed of this.
 - vii. Once all information is gathered, EAZA and the NA will discuss and determine whether any further action should be taken, either together or separately. This discussion may include EAZA's M&E Committee and the NA's respective membership and ethics committee. This action may include additional investigations by either NA or EAZA prior to making a decision on further steps.
 - viii. EAZA and NA inform each other of any decisions made. Note, these outcomes can differ considering the different guidelines and policies in place.
- b. If the member is a joint member, the issue has not already been addressed and the NA does have a complaints procedure and a structure in place to govern membership standards (such as a committee, screening process or other formal structure):
 - i. EEO will pass all the necessary information to the NA so that the NA can reach out to the member for a response. The communication (text agreed upon by both NA and EAZA) will be sent by the NA

- (including reference to the EAZA Membership and Ethics Committee) and the NA membership governing body.
- ii. This response can include requests for evidence, photos and local licensing inspection reports.
 - iii. The member is informed at the time of contact that their response and any other information resulting from the investigation will be shared between EAZA and the NA.
 - iv. The NA will receive the response and share all documentation with the EEO
 - v. NA and EEO discuss the response and determine whether any further action should be taken, either together or separately. This discussion may include EAZA's M&E Committee and the NA's respective membership and ethics committee. This action may include additional investigations by either NA or EAZA prior to making a decision on further steps.
 - vi. On-site inspection
 - 1. In the case of an on-site inspection, EAZA may request the NA to perform this on their behalf. It is preferred that the NA inspection committee include at least one approved EAZA screener.
 - 2. If EAZA chooses to carry out an on-site inspection, they will endeavor to include at least one approved NA representative (screener, board member, committee member etc.) on the inspection team.
 - 3. Reports of the inspection will be shared with both EAZA and the NA. The member in question will be informed of this.
 - vii. Once all information is gathered, EAZA and the NA will discuss and determine whether any further action should be taken, either together or separately. This discussion may include EAZA's M&E Committee (as outlined in 4.1.2.8) and the NA's respective membership and ethics committee.
 - viii. EAZA and NA inform each other of any decisions made. Note, these outcomes can differ considering the different guidelines and policies in place.

4.1.5 Complaints against Non-EAZA Institutions

If the complaint relates to a non-member of EAZA the complainant is informed that it falls outside EAZA's remit and is encouraged to also contact the relevant country authority. In some cases the complaint may also be forwarded to any relevant national federation or Council member e.g. if the non-EAZA institution is known to belong to a national association that is an Associate Member of EAZA.

4.2 Sanctions

In the case of a violation of the EAZA Code of Ethics or the EEP procedures as laid down in the EAZA Population Management Manual, a sanction can be applied. Further details on the sanctions process can be found in the document '[Sanctions in the case of a violation of the EAZA Code of Ethics, EAZA Standards, or EEP Procedures](#)'.

4.3 Appeal to Membership or Sanctions Decision

The primary goal of the Appeals Process is to promote best practice and encourage ethical and professional practice and conduct by EAZA, its Members and their staff. It has been developed to provide fairness and transparency to all parties in that they have the right:

- to be heard;
- to receive a reply in a timely manner;
- to be informed of the Appeals Process;
- to be treated fairly;
- to a decision based solely on the relevant evidence.

In the interest of good will, before an official Appeal is lodged there should be effort made on all sides to resolve any dispute through consultation between the parties directly. The filing of an appeal does not delay the imposition of the warning, nor does it delay the communication of the warning to the rest of the Membership, as laid down by the Sanctions document.

The principle of this Appeals Process will also apply to any potential dispute that does not have its own process as described in the *Constitution* or other relevant documents.

This Appeals Process is to be read in conjunction with the *Constitution, Code of Ethics, EAZA Standards, Population Management Manual, Sanctions in the case of a violation of the EAZA Code of Ethics or EEP procedures* and other related documents of EAZA.

Membership and sanction decisions fall into different categories and thus are treated differently. The process for each is outlined in the following sections.

4.3.1 Appeal against a cancellation or disqualification decision from EAZA Council

Any appeal against a cancellation or disqualification decision made by EAZA Council should be made to the EAZA Executive Director.

All Appeals must be written in English and must:

- be sent to the EAZA Executive Director within 31 calendar days of the date of receipt of the decision by the appellant; and

- contain sufficient details to enable EAZA to identify the appellant, the decision being appealed, the grounds on which the Appeal is being made, and evidence in support of the Appeal; and
- indicate what steps (if any) the appellant has already taken to resolve the Appeal directly.

The grounds for an Appeal are limited to one or more of the following:

- a. new evidence;
- b. failure by Council issuing the decision to follow the *Constitution* and other related documents;
- c. a material error or omission of fact in determining the recommendation and final decision; and/or
- d. the severity of the membership status decision imposed by Council in the light of points a) to c) above.

The EAZA Executive Director will receive the Appeal and, within 14 calendar days of receiving the Appeal:

- should acknowledge receipt of the Appeal to the appellant;
- may request further information from the appellant, if the Executive Director considers it necessary for the assessment of the Appeal
- notify all the Full Members of EAZA (i.e. those who constitute the general meeting as per the EAZA Constitution) that an appeal has been made against the cancellation or disqualification of the named Member
- Notify the appellant and the Full Members that the appeal will be heard at either the next general meeting or an extraordinary general meeting linked to the Annual Conference, whichever is sooner

The EAZA Executive Director will collate materials relating to the original decision, for example the screening report, and any additional documentation the applicant has provided as part of their appeal. These documents will be shared with the Full Members no less than 14 calendar days, not counting the date of meeting, before the general meeting or extraordinary general meeting where the appeal will be heard. During the meeting the Full Members must decide by absolute majority vote whether to uphold or dismiss the appeal. Proxy votes are allowed as laid out in the Constitution. The appellant cannot cast a vote. The Executive Director must inform all relevant parties of the decision in writing. The decision of the Full Members is final and cannot be further appealed.

In considering an appeal, the Full Members may take into account:

- the grounds of the Appeal, including whether it is being made on a technicality;
- all material before the Membership and Ethics Committee and Council when making their recommendation and decision;
- whether additional information is available or required;
- whether circumstances have changed in such a way that there may be grounds for reconsideration; and
- whether the Appeal was submitted in accordance with the Appeals Process.

Should the Full Members uphold the appeal they may recommend a second screening and this information be taken into consideration by Council when making a new membership status decision. The recommendation of the Full Members will be communicated to all relevant parties.

If a second screening is recommended, then it will be at the cost of the appellant. The second screening team will consist of different screeners to the first. If the appellant refuses a second screening as recommended by the Full Members, then the original membership status decision will stand. The membership status decision based on the second screening will be final with no opportunity for further Appeal.

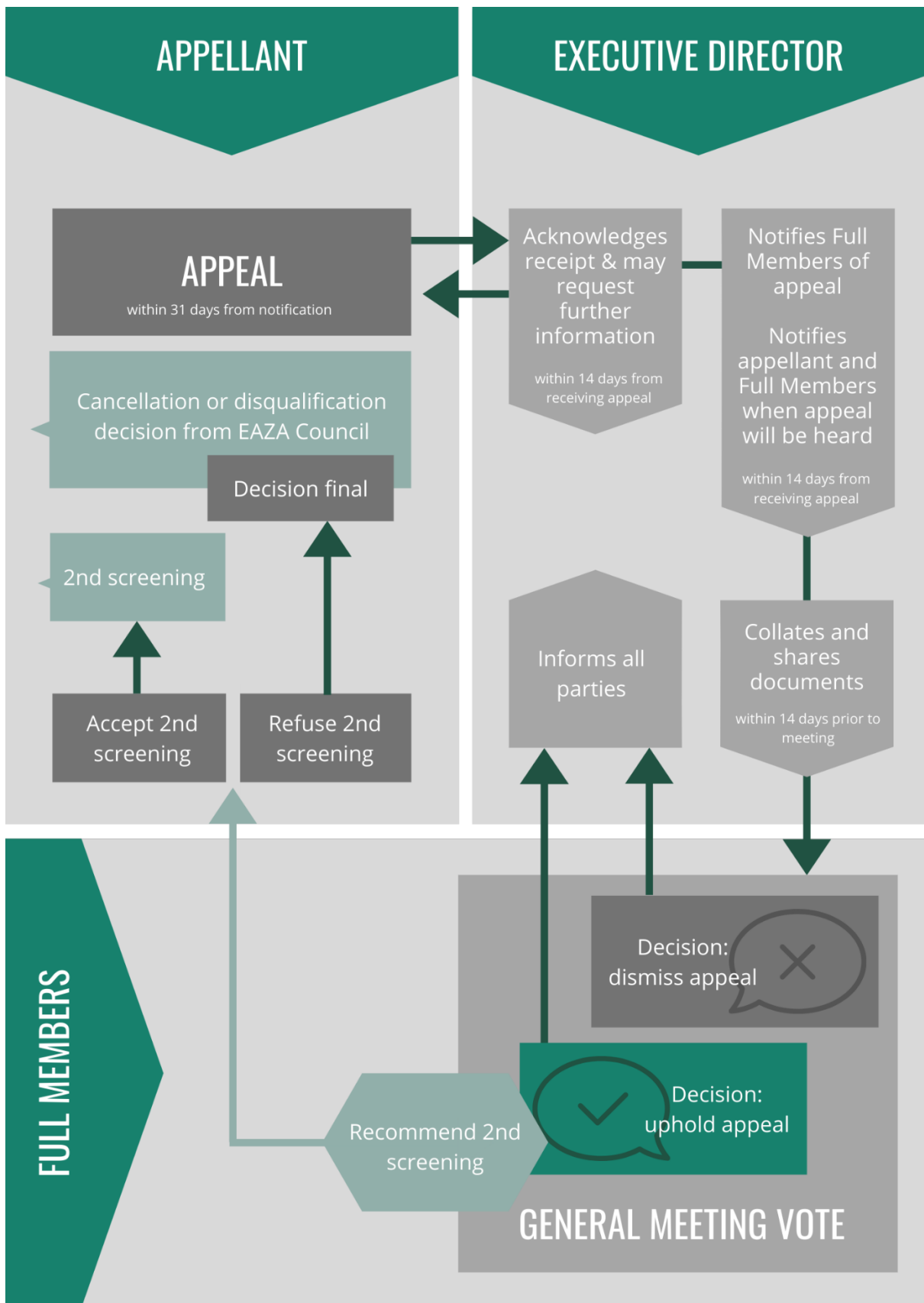


Figure 6: Appeal against a cancellation or disqualification decision from EAZA Council

4.3.2 Appeal against a Membership Status Decision by EAZA Council other than cancellation or disqualification

Appeals by institutions of decisions relating to membership status made by EAZA Council that are not concerned with a cancellation or disqualification may be made to the EAZA Executive Director.

All Appeals must be written in English and must:

- be sent to the EAZA Executive Director within 31 calendar days of the date of receipt of the decision by the appellant; and
- contain sufficient details to enable EAZA to identify the appellant, the decision being appealed, the grounds on which the Appeal is being made, and evidence in support of the Appeal; and
- indicate what steps (if any) the appellant has already taken to resolve the Appeal directly.

The grounds for an Appeal are limited to one or more of the following:

- a. new evidence;
- b. failure by Council issuing the decision to follow the *Constitution* and other related documents;
- c. a material error or omission of fact in determining the recommendation and final decision; and/or
- d. the severity of the membership status decision imposed by Council in the light of points a) to c) above.

The EAZA Executive Director will receive the Appeal and, within 14 calendar days of receiving the Appeal:

- should acknowledge receipt of the Appeal to the appellant;
- may request further information from the appellant, if the Executive Director considers it necessary for the assessment of the Appeal
- submit the appeal to the Membership and Ethics Committee

The Membership and Ethics Committee must decide by simple majority vote whether to uphold or dismiss the Appeal within 45 calendar days of its receipt of the Appeal documentation from the EAZA Executive Director. The Committee must inform all relevant parties of their decision in writing. The decision of the Committee is final and cannot be further appealed.

In considering an Appeal, the Membership and Ethics Committee may take into account:

- the grounds of the Appeal, including whether it is being made on a technicality;
- all material before the Membership and Ethics Committee and Council when making their recommendation and decision;
- whether additional information is available or required;

- whether circumstances have changed in such a way that there may be grounds for reconsideration; and
- whether the Appeal was submitted in accordance with the Appeals Process.

Should the Committee uphold the Appeal they may recommend a second screening and/or that the additional information provided in the Appeal is reviewed by Council for reconsideration of their previous membership status decision. The recommendation of the Committee will be communicated to all relevant parties.

If a second screening is recommended, then it will be at the cost of the appellant. The second screening team will consist of different screeners to the first. If the appellant refuses a second screening as recommended by the Membership and Ethics Committee, then the original membership status decision will stand. The membership status decision based on the second screening will be final with no opportunity for further Appeal.

If a second screening is not recommended, then the Committee recommends a membership decision to Council. Council then have a further 28 calendar days to consider the recommendation from the Membership and Ethics Committee and make a membership status decision. This membership status decision will be final with no opportunity for further Appeal.

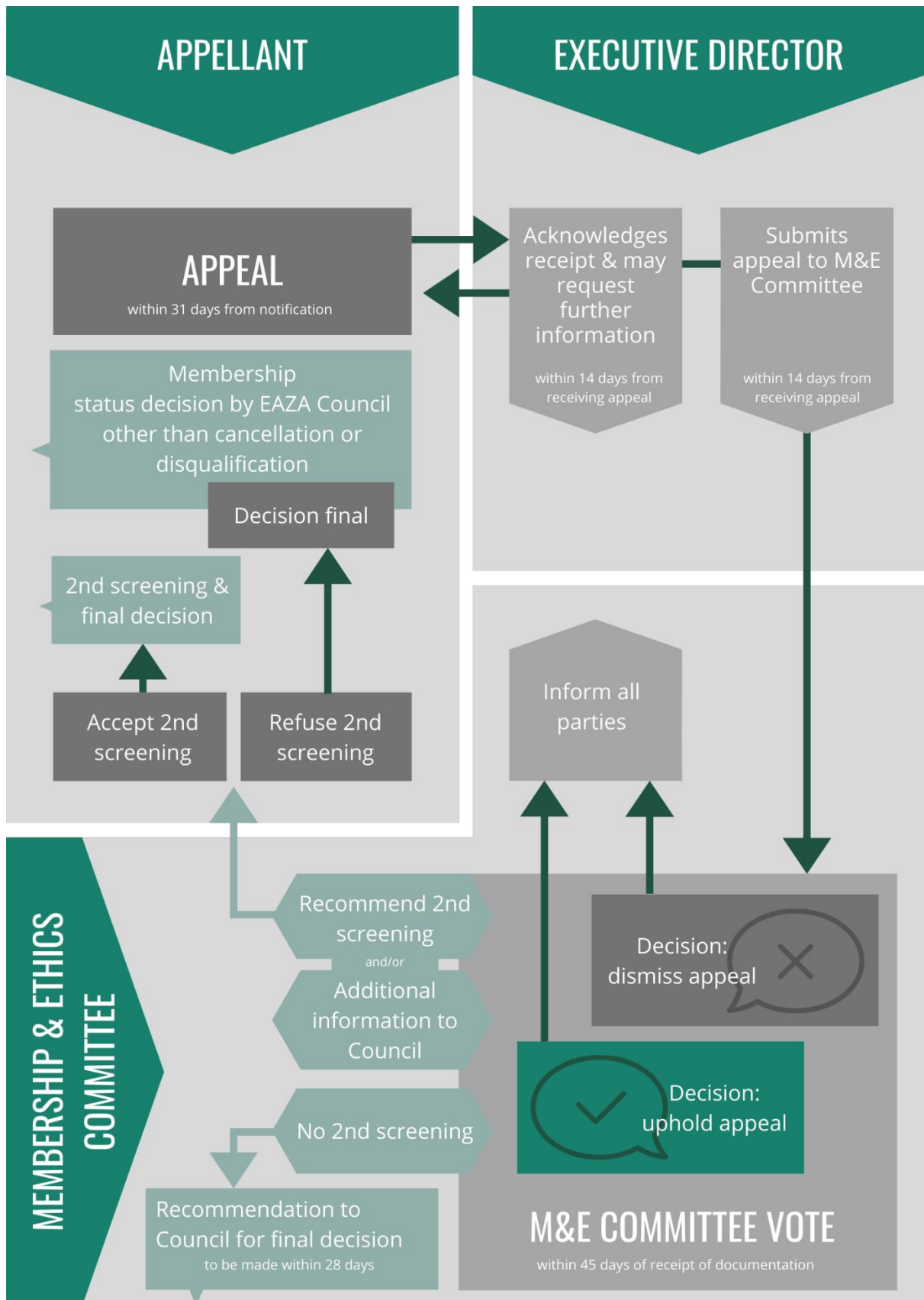


Figure 7: Appeal against a Membership Status Decision by EAZA Council other than cancellation or disqualification

4.3.3 Appeal against a Warning or Restricted Status Sanction Decision

Appeals by institutions of Warning or Restricted Status sanction decisions made by the relevant EAZA Committee or may be made to the EAZA Executive Director.

All Appeals must be written in English and must:

- be sent to the EAZA Executive Director within 31 calendar days of the date of receipt of the decision by the appellant; and
- contain sufficient details to enable the EAZA to identify the appellant, the decision being appealed, the grounds on which the Appeal is being made, and evidence in support of the Appeal; and
- indicate what steps (if any) the appellant has already taken to resolve the appeal directly.

The grounds for an Appeal are limited to one or more of the following:

- a. new evidence;
- b. failure by Council or the Committee issuing the decision to follow the *Constitution* and other related documents;
- c. a material error or omission of fact in determining the recommendation and final decision; and/or
- d. the severity of the membership status decision imposed by Council or the Committee in the light of points a) to c) above.

In the case of a **warning issued by the EEP Committee**, the EAZA Executive Director will receive the Appeal and, within 14 calendar days of receiving the Appeal:

- should acknowledge receipt of the Appeal to the appellant;
- may request further information from the appellant, if the Executive Director considers it necessary for the assessment of the Appeal; and
- convene an Appeals Group.

The Appeals Group will consist of between three and five Members of the EEP Committee appointed by the Executive Director, for the purpose of conducting the specific Appeal under this Appeals Process. The Appeals Group must act independently, impartially and objectively. Members of the Appeals group shall not be those with a direct link to the same Appeal, or those who sit on the EEP Committee Complaints sub-group. The Appeals Group must decide by simple majority vote whether to uphold or dismiss the Appeal within 45 calendar days of its receipt of the Appeal documentation from the EAZA Executive Director.

Should the Appeals Group uphold the Appeal then they cannot change the warning decision. They may recommend the EEP Committee Complaints sub-group to reconsider their decision based on the evidence provided in the Appeal. The Appeals Group must inform all the relevant parties of their decision in writing. The decision of the Appeals Group is final and cannot be appealed. The EEP Committee Complaints sub-

group then have 45 calendar days to review the Appeal evidence and communicate the final decision to all relevant parties.

In considering an Appeal, the Appeals Group may take into account:

- the grounds of the Appeal, including whether it is being made on a technicality;
- all material before the relevant Committee or Council when making their decision;
- whether additional information is available or required;
- whether circumstances have changed in such a way that there may be grounds for reconsideration; and
- whether the Appeal was submitted in accordance with the Appeals Process.

In the case of a **warning issued by the Membership and Ethics Committee, or Restricted status issued by the Executive Committee**, the EAZA Executive Director will receive the Appeal and, within 14 calendar days of receiving the Appeal:

- should acknowledge receipt of the Appeal to the appellant;
- may request further information from the appellant, if the Executive Director considers it necessary for the assessment of the Appeal; and
- submit the appeal to the original relevant Committee

The appeal will return to the relevant Committee who must decide by simple majority vote whether to uphold or dismiss the Appeal within 45 calendar days of its receipt of the Appeal documentation from the EAZA Executive Director.

Should the Committee uphold the Appeal then they may reconsider their decision based on the evidence provided in the Appeal. The Committee must inform all the relevant parties of their decision in writing. The decision of the Committee is final and cannot be appealed.

In considering an Appeal, the relevant Committee may take into account:

- the grounds of the Appeal, including whether it is being made on a technicality;
- all material before the relevant Committee or Council when making their decision;
- whether additional information is available or required;
- whether circumstances have changed in such a way that there may be grounds for reconsideration; and
- whether the Appeal was submitted in accordance with the Appeals Process.

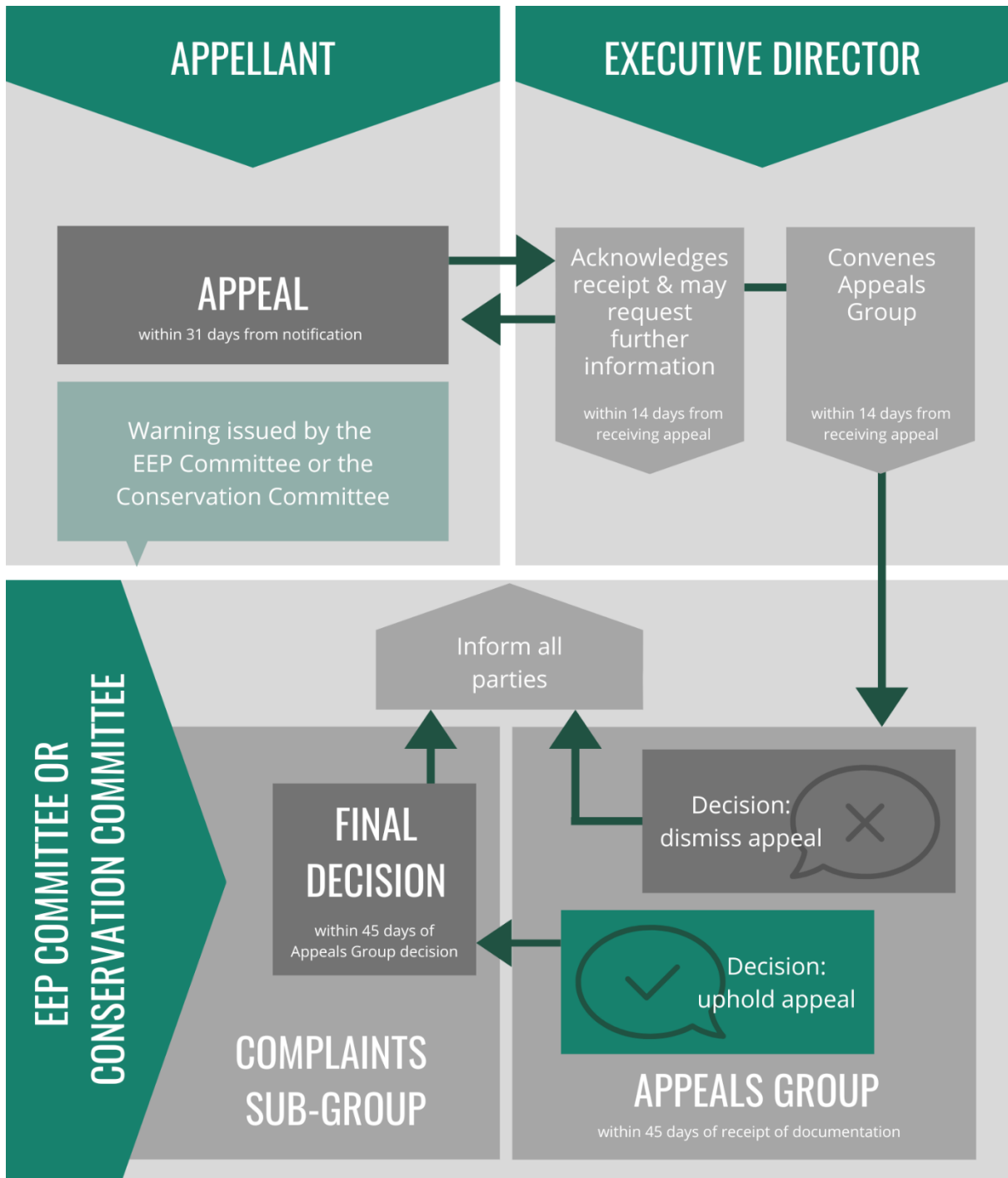


Figure 8: Appeal against a Warning from EEP Committee or Conservation Committee

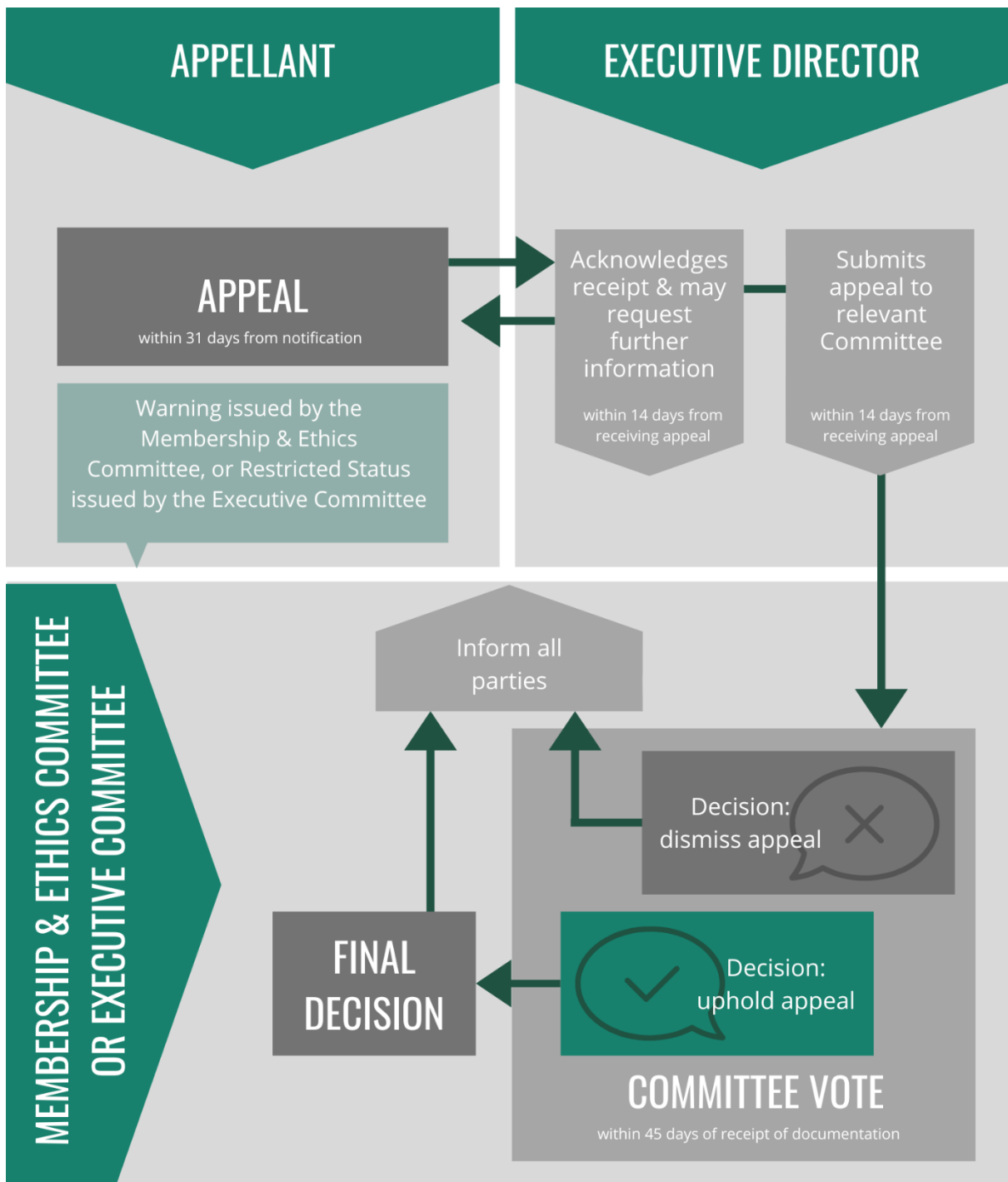


Figure 9: Appeal against a Warning or Restricted status Sanction Decision from Membership and Ethics Committee or Executive Committee

4.3.4 Conflicts of Interest

Full Members and members of the relevant EAZA Committee or Council who have an interest in relation to an Appeal must declare this interest in any meeting where the Appeal is discussed. Full Members, members of the relevant EAZA Committee or Council who have an interest in relation to an Appeal may not vote on reconsideration of a decision if an appeal is upheld.

4.3.5 Confidentiality

All parties involved in an Appeal shall observe the confidentiality of documents, information and data received during the lodgement, investigation and determination of the appeal.

If a membership status decision, warning or Restricted status decision affected by the Appeals Process is changed as a result of that process then the outcome, but not the content, of the appeal will be communicated to the EAZA membership.

4.4 Member Withdrawal

If a member chooses to withdraw from EAZA membership, they must inform the EAZA Executive Office in writing. The letter will be acknowledged by the Accreditation and Membership Manager, that their participation in the EEP programmes ends according to the Population Management Manual and sends the letter to the Executive Director and Office Manager informing them. The withdrawal will be on the agenda for the next Membership and Ethics Committee meeting.

After confirmation of withdrawal by M&E and Council, the withdrawal is communicated to the entire membership via eNews and Zooquaria. EAZA also informs the relevant EAZA Associate Member national zoo federation and requests that the federation informs the relevant national authorities; In case there is no EAZA Associate Member national federation, or no national federation, in the country concerned, EAZA shall request the relevant EAZA Council member(s) to inform the relevant national authorities.

Members who have withdrawn may not reapply for membership for five years and must go through the entire application and accreditation procedure.

4.5 Technical Assistance

The Membership and Ethics Committee has one committee that answers to it, the Technical Assistance (TA) Committee.

Full membership of EAZA is open only to institutions that meet EAZA Standards. EAZA is prepared to assist those zoos and aquariums that do not meet these Standards yet, but that are committed to making improvements to reach these Standards, and willing to become modern zoos adhering to the vision set out in the World Zoo and Aquarium Conservation Strategy. For these zoos and aquariums EAZA has created a technical assistance programme. This programme is designed to provide a framework through which EAZA can support zoos and aquariums aspiring to become fully accredited EAZA Members. The technical assistance programme is overseen by the EAZA Technical Assistance (TA) Committee and draws on a wide range of experts such as managers, veterinarians, curators and educators to cover all zoo-related fields. Technical assistance is available to institutions in two of EAZA's membership categories: the Candidate for Membership (CfM) category and Temporary Membership.

Technical Assistance for Candidates for Membership

For a full description of the Candidate for Membership status, see Chapter 1.1 of this Manual. There are two different ways in which zoos and aquariums can become a Candidate for Membership of EAZA. The first way is by applying for Full Membership. More information about the application procedure for this type of membership can be found in Chapter 2.1 of this Manual. In the third step of the accreditation procedure (described in Chapter 2.1.3), the outcome can be that the applying institution is accepted into the CfM programme.

The second way for a zoo or aquarium to become a CfM is by applying for the CfM programme directly. The procedure for a direct application is largely the same as the application procedure for Full Membership, but instead of an accreditation screening visit (Chapter 2.1.2), a visit will be conducted by two representatives of the TA Committee. Based on a report of this visit, the Committee will give a recommendation on whether to accept the applicant into the programme, which is subject to final approval by EAZA Council.

The recommendation to accept a zoo or aquarium into the CfM programme will be based on the following criteria:

- Whether there is a realistic expectation that the institution is able to reach compliance with EAZA Standards within the standard term of Candidacy for Membership (five years);
- Whether the institution is showing a willingness to improve and to collaborate in order to reach these Standards and, in doing so, demonstrating an understanding of the values and the spirit of EAZA;
- Whether the institution has sufficient financial support available to allow it to implement improvements within a reasonable timeframe.

If EAZA Council approves the acceptance of a new CfM, the TA Committee assigns a mentor to the institution and a five-year contract between the TA Committee and the applicant institution is signed. This agreement must be re-signed in case of a change of

directors or owners, and in case the contract is adjusted or extended. The mentor visits the institution at least once every year to assess its progress and provide further advice. The costs of these mentor visits are paid by the Candidate for Membership.

A CfM has the option to decline an assigned mentor and request a new one. Refusing a mentor will not have a negative effect on the CfM's participation in the technical assistance programme, but the facility must offer a substantial reason, for instance a conflict of interest.

When a CfM is ready to apply for Full Membership, the mentor informs the TA Committee that the CfM is prepared for an accreditation screening. The EEO liaison to the TA Committee then begins the application procedure as if the CfM a new applicant (Chapter 2.1), with the exception that instead of the standard letter of motivation, a letter of support from the CfM's mentor for their Full Membership application is required.

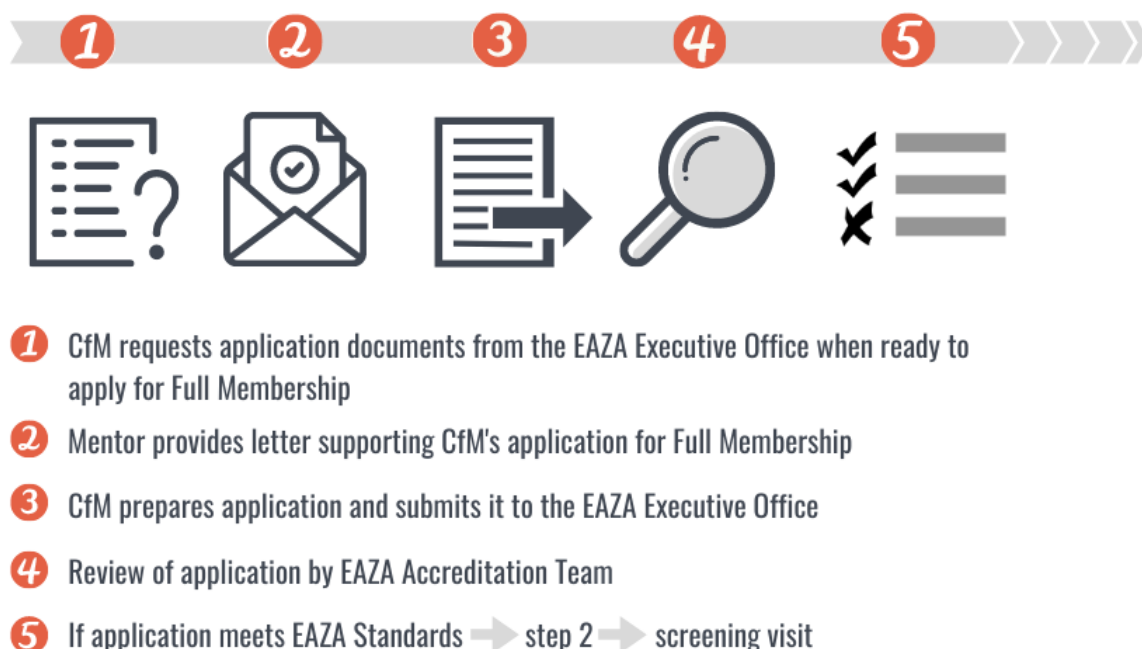


Figure 10: Administrative Process for CfMs

If the CfM is not yet ready to apply for Full Membership at the end of the standard five-year term, the TA Committee has the option to extend this term with one or more years. Considering the continuous demand for technical assistance, an extension shall only be granted in exceptional circumstances, and be subject to a clear and realistic roadmap and timeline for the institution's remaining time in the CfM programme.

Should the CfM institution fail to reach the recommended targets within the set timeframe, or if the institution fails to cooperate with the TA Committee, the M&E Committee will be advised to recommend termination of the institution's Candidate for Membership status to Council.

Technical Assistance for Temporary Members

For a full description of Temporary Membership, see Chapter 1.1 of this Manual. In the third step of the accreditation procedure (Chapter 2.1.3 for new applicants and Chapter 2.2.3 for existing Members), the outcome can be that Temporary Membership is accorded to a new or existing Member. In specific cases the EAZA Membership & Ethics (M&E) Committee can recommend appointing a mentor to the Temporary Member. This is done when the M&E Committee feels that the Temporary Member could use extra advice and support with resolving some or all of the concerns that were identified during the screening. Technical assistance is not available to Temporary Members Under Construction or Temporary Associate Members.

A Temporary Member has the option to decline an assigned mentor and request a new one, or to decline the assistance completely. In both cases, the facility must offer a substantial reason, for instance a conflict of interest. Refusing a mentor or technical assistance will not negatively impact the membership decision when the institution is reassessed.

Mentorship

All EAZA mentors are appointed by, and members of, the EAZA Technical Assistance Committee. They are experienced zoo or aquarium professionals, working for (or with institutional support from) an EAZA Member institution. Mentors act as a bridge between EAZA and the CfM or Temporary Member institution. They assist these institutions while they are planning and working towards reaching the required Standards to become fully accredited EAZA Members, by sharing knowledge and best practice. The support of a mentor is not a paid service; the annual fee that CfMs and Temporary Members pay to be a part of EAZA is not related to the technical assistance programme. However, institutions are free to employ other consultants, who can help them implement the advice provided by the mentor.

Mentors of CfMs visit their mentor institution at least once every year, to evaluate progress and to set future development targets that the institution needs to achieve in order to reach suitable zoo management standards. The mentor provides a written report after each mentor visit, which is shared with the CfM and reviewed by the TA Committee.

Because mentorship of Temporary Members usually has a shorter duration and is more focused on specific areas of concern, the number of mentor visits and ways of reporting back to the Temporary Member and TA Committee can be more variable. By default, mentors of Temporary Members are asked to provide feedback on the progress reports that the Temporary Member institution submits to the Membership & Ethics Committee.

All expenses related to mentor visits need to be paid for or reimbursed by the CfM or Temporary Member institution. These expenses include travel costs such as train or

flight tickets, accommodation and subsistence. If required, the EAZA Executive Office can assist with reimbursing the mentor and invoicing the mentored institution.

4.6 Pathways of Communication around joint National Associations, WAZA and EAZA Members

- 1) Reporting of Change of Membership of Joint Members
 - a. In the case of a membership change, EAZA will share the change in membership status with the National Association or WAZA. If the change is due to the result of a screening, EAZA will not share the screening report details of the reason for the change. This is to keep the confidentiality of the screening reports and maintain confidence in the screening process.
 - b. The exception to the above is when a screening is prompted by or associated with a complaint that is known by both the NA or WAZA and EAZA. In this case, only information that is relevant to the investigation of the complaint will be shared in accordance with the above guidance.
 - c. It is the prerogative of NA's or WAZA to choose to share screening or inspection information outside of a joint complaint investigation according to their own rules and guidelines.
 - d. When there is a change of membership status for any other reason, EAZA will inform the NA or WAZA and vis versa.

Appendix 1



EAZA Country List

A. Adams, April 2018

Approved in Spring AGM 2018

Albania	Iceland	Oman
Andorra	Iran	State of Palestine ⁴
Armenia	Iraq	Poland
Austria	Ireland	Portugal
Azerbaijan	Israel	Qatar
Bahrain	Italy	Romania
Belarus	Jordan	Russian Federation
Belgium	Kazakhstan	San Marino
Bosnia - Herzegovina	Kosovo ¹	Saudi Arabia
Bulgaria	Kuwait	Serbia
Croatia	Latvia	Slovakia
Cyprus	Lebanon	Slovenia
Czechia ²	Liechtenstein	Spain
Denmark	Lithuania	Sweden
Estonia	Luxembourg	Switzerland
Finland	Macedonia (FYROM)	Syrian Arab Republic ⁶
France	Malta	Turkey
Georgia	Moldova	Ukraine
Germany	Monaco	United Arab Emirates
Greece	Montenegro	United Kingdom ⁵
Hungary	Netherlands	Yemen
Holy See ³	Norway	

¹ Kosovo is not recognized as a sovereign state by the UN, but for our purposes has a separate government from Serbia (Addition to existing list)

² Czech Republic now recognized by the UN as Czechia

³ Holy See is the UN recognized name of Vatican City

⁴ State of Palestine is the UN recognized name of the Palestinian Authority/Palestinian States

⁵ Includes Crown Dependencies such as Jersey and Isle of Man

⁶ Current name of Syria as recognized by UN

UN Standard country or area codes for statistical use. (n.d). Retrieved 06 April 2018, from [UN Stats website](#).

Appendix 2



EAZA Accreditation Screening Visit – Institution Guide

What is the goal of a screening visit?

As EAZA reinforces its position as the most progressive zoo and aquarium organisation in the world, we expect our membership to hold to the highest standards in animal care, conservation education, and facility management. It is the goal of the screening visit to confirm that applicant and member institutions are holding to these standards and as an opportunity for knowledge exchange between leadership in Europe's top zoos and aquariums.

Your participation in the EAZA Accreditation Programme is appreciated and we look forward to working with you on this important initiative.

What is expected of me as an institution being screened?

- All costs related to the screening visit, including travel, accommodation, and personal costs (drinks, meals, taxi, etc.) of the screening team will be paid for by your institution by way of an invoice from the EAZA Executive Office (EEO). In most cases, we expect these costs to not exceed €2,500.
- Accommodation and travel to and from the airport/hotel/facility are to be arranged for by your institution.
- You will allow the screening team guided but full access to your facility, including off-display, veterinary and office areas.
- A member of senior staff (director, curator, veterinarian or other senior management) should serve as guide for the entire visit.
- Staff members should also be available to answer questions specific to their areas of expertise.
- Lunch and Dinner during the screening day(s) will be arranged by your facility and attended by a member of senior management to allow for further discussion and answer any questions.

What is the role of the EAZA Executive Office (EEO) in the screening visit?

- A screening team consists of two selected screeners and a rapporteur from the EEO. One screener will be a resident of your country and/or familiar with local laws, language and customs. The second screener will be an international representative of an EAZA

institution that has familiarity with your type of facility. Occasionally, a regional screener will replace a national screener due to availability.

- The rapporteur from the EEO will be on hand for every aspect of the visit, including screenings, meetings and dinners. They will take notes during the site visit, inform you of all required tasks, keep to the visit schedule, and serve as spokesperson for the entire screening visit. Any problems that arise will be handled by the rapporteur.
- All travel arrangements (flights, train, etc.) will be made in advance by the EEO with input from your facility and with an aim of keeping costs as low as is reasonably possible.
- Confidentiality and neutrality will be maintained at all times. While screeners can and will share knowledge and suggestions during the visit, they cannot discuss the membership recommendation with you at any time during the screening visit.

Before Visit

- Send updated information (animal records, master plans, financial information) that may have become outdated in the time between application and screening visit.
- Confirm accommodation and pick-up times/dates and reply to all correspondence by EEO coordinator.
- Communicate to your staff to expect the screening team and be available for questions

During Visit

Arrival

- Arrange pick-up and transportation of screening team to your facility.
- Provide a private room for the screening team to be able to ask questions to the rapporteur and prepare the schedule for the screening visit.
- The rapporteur will then brief your representative on the schedule, and answer any questions that your facility may have about the screening procedure.
- Providing a short (30 minutes) introductory presentation about your facility, its operating structure, and plans for the future is often helpful for the screening team to prepare for the screening tour.

Screening Tour

Screeners will use current EAZA Standards to inform their decisions.

The topics that will be screened include, *but are not limited to*:

Back Office – make staff and documents available relating to these topics and others

- Funding and financial support
- Staff education and development

- Organisational structure and management
- Master plans
- Collection plans
- Emergency plans and protocols
- Acquisition, exchange and transport
- Participation in conservation, research, and EAZA supported population management programs.
- Animal care/veterinary records

Guided Walking Tour – provide access to entire facility, including back areas and off-site facilities.

Physical Facilities

- Public accessibility
- Non-animal attractions
- General repair and cleanliness
- Enclosure safety and maintenance
- Management of sewer and waste
- Safety of public, staff and animals

Animal Care

- Water and food access
- Displays and off-show areas
- Life support systems
- Enrichment and behavioural needs
- Species-specific needs
- Nutrition and food handling
- Daily animal care records

Veterinary

- Facility and equipment
- Staff education and knowledge
- Necropsy
- Capture and firearm equipment
- Drug management

After Tour

- Provide a private room and time for the screening team to allow for discussion of their visit and to fill out the EAZA Screening Team Questionnaire. Staff should be available to answer any questions that may arise.
- There will be a 'wrap-up' meeting to discuss rough findings of the screening visit. The team may not discuss what their final recommendation will be, but are welcome to

provide input, suggestions and guidance.

After Visit

- EAZA will provide a detailed invoice for all costs associated with the screening visit. The invoice must be paid prior to the accreditation decision.
- A formal, standardised report of the visit and the recommendation of the screening team will be submitted to the Membership and Ethics committee (in April or September), who will in turn review the documents and make comments on the report.
- New applicants:
 - Based on the report and other information, the Membership and Ethics Committee will make a recommendation on membership to Council.
 - Council will make the final decision on awarding or denying membership (and level of membership) or accreditation.
- Existing members:
 - The report, minus the recommendation from the screeners, will then be delivered to the screened facility who will have approximately five months to respond to the report and address any concerns.
 - This response will be delivered to the Membership and Ethics Committee for their following meeting (April or September), who will then make a final recommendation to the EAZA Council.
 - Council will make the final decision on awarding or denying membership (and level of membership) or accreditation.

Additional information about the decision procedure can be found in the EAZA Membership and Accreditation Manual.

Appendix 3



EAZA Accreditation Programme – Screeners Guide

What is the goal of a screening mission?

As EAZA reinforces its position as the most progressive zoo and aquarium organisation in the world, we expect our membership to hold to the highest standards in animal care, conservation education, and facility management as defined by our Codes and Standards. It is your role as a screener to encourage and enforce these standards, and to share your knowledge and experience with fellow EAZA member facilities through hands-on screening missions.

Your participation in the EAZA Accreditation Programme is very much appreciated, and acknowledged, and we look forward to working with you.

What is the role of the EAZA Executive Office (EEO) in the screening mission?

- All travel arrangements (flights, train, etc.) and accommodation will be handled in advance by the EAZA Executive Office (EEO).
- Personal costs (drinks, meals, etc.) will be reimbursed through the EEO. Petrol costs will by default be reimbursed according to Dutch legislation.
- A rapporteur from the EEO will be on hand for every aspect of the mission, including screenings, meetings and dinners. They will take notes during the site visit, inform you of all required tasks, keep to the visit schedule, take photos and serve as spokesperson for the entire screening mission. Any problems that arise will be handled by the rapporteur.

What is expected of me as an EAZA screener?

- To evaluate a zoo or aquarium facility according to the established EAZA Standards through a guided site visit, conversations with leadership and staff, and evaluation of documents.
- To complete a Screening Team Questionnaire and agree on an accreditation recommendation.
- Confidentiality, professionalism and neutrality must be maintained at all times.

Before Visit

- Confirm travel information and reply to correspondence by EEO coordinator.

- Review current EAZA Codes and Standards.
- Review Screening Team Questionnaire.
- Review attached application documents for background on the institution.

During Visit

Arrival

- Coordinator from EEO or rapporteur will inform you on arrival times and commuting arrangements.
- You will begin with an orientation meeting with rapporteur.
 - Rapporteur will inform you about the schedule for the screening day(s).
 - Rapporteur will explain procedure of screening and what acceptable/questionable/unacceptable ratings mean.
 - Screening team will share initial impressions and any initial questions about the accreditation documents or facility itself.

Screening Tour

Screeners are to keep the following subjects in mind when touring facility, reviewing paperwork or asking questions.

Back office – meeting with managerial staff and reviewing documents

- Funding and financial support
- Staff education and development
- Organisational structure and management
- Master plans
- Collection plans
- Emergency plans and protocols
- Acquisition, exchange and transport
- Participation in conservation, research, and EAZA supported breeding programs.
- Animal care/veterinary records

Walking Tour – entire facility, including back areas and off-site facilities.

Physical Facilities

- Public accessibility
- Non-animal attractions
- General repair and cleanliness
- Enclosure safety and maintenance
- Management of sewers and waste
- Safety of public, staff and animals

Animal Care

- Water and food access

- Displays and off-show areas
- Life support systems
- Enrichment and behavioural needs
- Species-specific needs
- Nutrition and food handling
- Daily animal care records

Veterinary

- Facilities and equipment
- Staff education and knowledge
- Necropsy
- Capture and firearm equipment
- Drug management

After Tour

- Filling out Screening Team Questionnaire: the EEO rapporteur and screeners will sit down and fill out the screening questionnaire and make decision on recommendation. Please know that your comments and recommendation about the facility will be kept confidential.
- Reimbursement requests will be taken by the rapporteur and settled, if possible, or recorded for the EEO to reimburse in a timely manner.

After Visit

- Read and comment on official EAZA accreditation report, created by rapporteur and emailed to screener.
- After approval by you and your fellow screener, the report will be submitted to the Membership and Ethics Committee and Council, who will make the final decision on accreditation.
- Keep all information obtained during the screening visit confidential. This includes recommendations to M&E or any other experiences during the screening.