

Pan African Sanctuary Alliance

Operations Manual • Third Edition, 2025



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Protecting Primates Together

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Part 1 • Introduction

The Pan African Sanctuary Alliance (PASA), the largest association of wildlife centers in Africa, includes more than 20 organizations across Africa which are securing a future for Africa's primates and their habitat by rescuing and caring for orphaned apes and monkeys, protecting primates from extinction, working to stop the hunting of primates and the illicit pet trade, educating the public, and empowering communities. PASA unifies its member wildlife centers and advocates on their behalf at the international level, provides support, provides internationally-recognized facility accreditation, and works to raise awareness globally about wildlife conservation and biodiversity issues.

PASA's mission is to support and represent PASA members in their critical work to protect and prevent the extinction of Africa's primates.

PASA's Operations Manual provides guidance to its member organizations, as well as to other organizations working in the fields of primate conservation and primate welfare, to empower them to maintain high standards and conduct effective programs.

Part 2 • Government relations and compliance

Minimum Standards:

PASA member sanctuaries have in place, or are actively pursuing, a Memorandum of Understanding or similar agreement with the national government, wildlife authority and/or regional government that defines the sanctuary's role in national conservation and placement of animals, outlines the responsibilities and obligations of the relevant governmental authorities and outlines a means of coordination between the parties to the agreement. The following are required of sanctuaries:

- Register as a legal entity within the country of operation, when possible and applicable.
- Comply with national and international (CITES, IATA) regulations when transporting samples and live animals. (A CITES permit is required for the movement of all samples except feces. Refer to the websites of CITES and IATA for more information.) Depending on the animal species, some importing countries may have stricter permitting schemes than the CITES measures.
- Have appropriate official documentation from the relevant government authorities for all animals in their care to verify their legal status at the sanctuary.

It is the responsibility of PASA member sanctuaries to be cognizant of relevant local, national, and international laws, regulations, and policies.

Best Practices:

Where possible, a sanctuary should have non-governmental or not-for-profit status in the country of operation and be in good standing.

Where possible, a sanctuary should have in place or actively work to negotiate a formal agreement and official permission from traditional and local authorities.

Where possible, comply with labor laws (employee benefits, social security, retirement, etc.) depending on the country.

Part 3 • Sanctuary management and operations

3.1 Staff and volunteer management

3.1.1 Staff and volunteer development and training

Minimum Standards:

PASA member sanctuaries ensure that all staff members and long-term volunteers are familiar with the concepts, principles and philosophies of the sanctuary and PASA.

PASA member sanctuaries provide in-house training for local staff and volunteers to ensure that people caring for animals meet high standards of humane care. This includes developing a comprehensive training program for new staff and establishing continuing education and training programs to inform staff of the latest developments and improved practices in primate care and welfare (e.g., housing, animal care, handling, behavior, enrichment, health).

PASA member sanctuaries should provide guidance on appropriate behavior (cultural and political) to all foreign staff, volunteers and visitors, recognizing that inappropriate behavior by a non-national associated with a member sanctuary may jeopardize the sanctuary itself and the spirit of wildlife protection. Likewise, national sanctuary staff should be held to high conservation standards on and off duty, including not hunting, engaging in the trade of, or eating bushmeat.

Best Practices:

Where possible, local staff should have access to additional off-site training. Training in veterinary care, primate welfare, handling, general management, and species-specific requirements is particularly pertinent.

Sanctuaries should include some form of ongoing staff assessment to ensure that suitable standards and competence are attained and maintained. Staff training and assessment of competence should be regularly reviewed as part of the animal care

program. This helps to ensure that any possible improvements in primate care are considered and implemented without undue delay.

PASA member sanctuaries are encouraged to build the capacity of local staff to take on increasing levels of long-term responsibilities in areas of sanctuary management, personnel management, veterinary care, conservation, community engagement, government relations, campaign and policy advocacy and other key disciplines.

3.1.2 Organizational structure

Minimum Standards:

PASA member sanctuaries have a documented Strategic Plan of at least three years to guide the strategic direction of the sanctuaries in line with best practices for member organizations. Staff should have an understanding of the Strategic Plan.

PASA member sanctuaries have an organizational structure such that if any staff member becomes incapacitated or leaves the organization, sanctuary operations continue without significant disruption in their absence.

All staff and other personnel of PASA member sanctuaries should have an understanding of the management structure, lines of reporting, and reporting mechanisms. An org chart (organogram) should be used to facilitate understanding where appropriate.

PASA sanctuaries maintain appropriate records of personnel, finances, protocols and procedures.

Best Practices:

Sanctuaries should have a Standard Operating Procedures Manual, which is a set of protocols and procedures that are to be maintained and implemented by all staff and volunteers. The manual assists personnel in executing their duties in a standardized manner as per the policies of the organization. The manual should include general daily routines, rules, protocols, emergency procedures and diets.

At each sanctuary that has a Standard Operating Procedures Manual, a copy must be available in a staff area at all times. All personnel must be given an opportunity to ask questions if they want clarification on any aspect of it. When an updated version is produced, personnel should be trained in the new and updated procedures.

The Standard Operating Procedures Manual is a living document and should be updated on a regular basis, with no more than two years between updates.

Member sanctuaries should develop and foster succession planning at critical levels of their organogram.

Sanctuaries with large numbers of caregivers may consider creating smaller teams or units to streamline management. Most management protocols recommend between

five and ten individuals per unit or team based on the assumption that one manager can only oversee ten people effectively.

PASA sanctuaries should have internal Rules & Regulation documents for all staff (government or NGO staff).

3.1.3 Occupational health and safety

Minimum Standards:

PASA member sanctuaries can demonstrate that they have policies and procedures that protect the health and safety of staff, volunteers, and visitors to minimize the risk of disease transmission between animals and humans. These include requiring vaccinations for all individuals who will be in close proximity to primates, monitoring the health of staff and volunteers (by consent), minimizing or eliminating contact by unqualified or unauthorized personnel with non-human primates, monitoring work environments, maintaining records, and engaging people who have appropriate skills and qualifications for tasks.

Policies and procedures regarding occupational health and safety are consistent with regional, national and local regulations. Sanctuaries communicate with local health authorities regarding local health issues and recommendations for staff disease surveillance and medical requirements.

PASA member sanctuaries have a biosecurity protocol which was developed by a veterinary team and was adapted to their local context. This protocol is available to and implemented by all staff members.

PASA member sanctuaries inform their staff of the human safety and health risks of working with non-human primates, their tissues, and their fluids. PASA members ensure all staff members are appropriately trained to care for and manage animals in a manner that reduces risks of potential threats to staff welfare, such as disease transmission and injuries from those animals considered potentially dangerous.

Staff are notified if animals in their care are known or suspected to be suffering from potentially zoonotic infections. Additional measures (if any) to prevent transmission of infection are explained.

Staff and volunteers who are known to be immunosuppressed will be reasonably monitored for health concerns that may pose a risk to the animals in their care. Any individuals who pose a risk to the health or safety of any of the animals at the sanctuary (for example, experiencing symptoms of infections or other communicable health issues) are not permitted to work with such animals or their food, enrichment, cages or other materials that will come into contact with the animals in any manner that poses a health or safety risk to the animals.

Animal care staff should wear a range of protective clothing when working with sick primates. Generally speaking, this involves the use of facemasks, coveralls, rubber boots, and disposable gloves. Fully protective goggles may also be necessary where a particularly high risk of serious zoonotic infection exists.

All persons at PASA member sanctuaries should receive the highest level of protection against risks to their health and safety that is reasonably practicable in the circumstances. "Reasonably practicable" is determined based on the following considerations:

- a) The likelihood of the risk occurring.
- b) The degree of harm that would result if the risk occurs.
- c) The availability and suitability of ways to eliminate or reduce the risk.
- d) The cost of eliminating or reducing the risk.

Staff are particularly careful to ensure safety when moving or transferring primates from one area or facility to another.

To reduce the dangers of disease transmission to primates, PASA members should comply with the following:

- New staff should undergo a thorough medical examination by a doctor before the start of their employment.
- Each sanctuary, in cooperation with the local health authority, should develop protocols for vaccinations and blood screens for new staff and for current staff. Vaccination protocols may include hepatitis A, hepatitis B, tetanus, measles, meningococcus, and polio. Blood screens may include hepatitis B and hepatitis C. Sanctuary management should ensure each staff member's vaccinations are up to date.
- Fecal tests for pathogenic bacteria and parasites are advised for new staff before the start of their employment, and for current staff every six months.
- Tuberculosis screening should be carried out for new staff before the start of their employment, and annually for all current staff.
- HIV tests are recommended for new staff before the start of their employment, and annually for all current staff, with consent. Test results are kept confidential. Staff members who test positive should have CD4/CD8 assessment every 3 to 6 months and be provided with effective HAART medication when appropriate and possible.
- New staff members and volunteers should not have any contact with primates for the first week of employment. This should allow sufficient time for the development of most infectious diseases that the new personnel may be incubating when hired, and for the completion of specific required tests.

Animal care staff exercise high standards of personal hygiene to minimize the transmission of zoonotic diseases. This includes the following:

- Smoking, eating, drinking or spitting are not permitted in animal areas.
- Adequate hand washing facilities are available for staff and volunteers, especially just outside toilets and animal holding areas.
- Washing is particularly important immediately before and after working with any primates. Hands are always washed after handling bedding and other enclosure materials, uneaten food, feces, urine, blood, saliva and any other body secretions. While disposable gloves should be worn when handling primates who are sick or material from sick primates, hands should still be washed after gloves are discarded.
- Education about personal hygiene is provided for the staff and volunteers, with periodic refresher courses.

- People with open cuts or sores on their hands should not be allowed to work with primates until such cuts/sores have healed or wear disposable gloves when working with primates at the decision of the manager.
- Staff are encouraged to keep their hands away from their face when working in animal areas. It is remarkable how often people touch their faces without thinking about it! Similarly, staff are trained not to put pencils, pens, etc., into their mouths.
- Staff with active herpes simplex lesions are not authorized to work with primates and are encouraged to seek medical advice about treatment.

Member sanctuaries should give due attention to the health and safety of staff and visitors by:

- Making continued efforts to resolve any potential threats to the safety of staff or visitors, in addition to complying with all statutory requirements.
- Having a written safety and emergency plan that is regularly reviewed and updated.
- Making sure all animal drugs, vaccines and other restricted veterinary products are kept secured with access by authorized persons only.
- Not allowing sanctuary personnel to possess or administer controlled drugs, except under the direction of the veterinarian.

All injuries, accidents and illnesses of staff should be recorded. Bites and scratches should be thoroughly washed (not scrubbed) and medical attention sought if severe. Further detailed information should be available to staff working with animals in quarantine and animals in the population that have been incompletely screened.

At the discretion of the manager/veterinarian, staff who are sick at work may be sent home and/or may not be allowed to work with animals or prepare food for animals or people.

Staff with children or other family members with infectious diseases like measles, German measles, mumps, chicken pox, scarlet fever, mononucleosis, and Epstein-Barr Virus (EBV) should not work with primates.

To reduce the risk of transmission of infectious agents between different primate enclosures, separate sets of protective clothing (coveralls) should be available for staff in each place. Work clothes should be washed at the sanctuary and should not be taken home by staff for any reason. Boots should be washed and preferably disinfected before entering and after leaving primate areas/enclosures.

Directors, managers and staff should exchange information and ideas about health and safety risks and ways to reduce or eliminate the risks.

Each sanctuary should have an Occupational Health and Safety Manual (OH&S), which is a set of policies and procedures for protective measures to be followed by staff members and volunteers. The manual should aim to:

- Promote and maintain the highest degree possible of physical, mental and social well-being of personnel;
- Prevent illness among personnel caused by their working conditions;
- Protect personnel from risk; and

- Make sure that personnel are physically suited, qualified and trained for the tasks to which they are assigned.

3.2 Management of animals and their environments

3.2.1 Animal confiscation, acquisition, and transfer

Minimum Standards:

No PASA member sanctuary is allowed to purchase or provide compensation as a condition of acquiring any animal. PASA member sanctuaries do not engage a third party, even a government official, to do so on their behalf. All animals must be confiscated by relevant authorities or surrendered by the person(s) holding the animals. If the animals are confiscated by law enforcement authorities or other similar enforcement operations, PASA members have documentation demonstrating the permission to possess the seized animals. If the person(s) are surrendering an endangered or protected species, it is recommended that the animal is also registered by a government agent, so that an official document is provided.

PASA member sanctuaries are forbidden to sell, engage in the commercial trade of wild animals and their parts and products, loan or otherwise traffic in wildlife that have been placed or born in PASA member sanctuaries.

PASA and its members recognize the need to keep African primates in Africa, specifically in the country of origin, when possible. At no time will PASA sanctuaries transfer primates, either wild-born or captive-born, from Africa to Europe, North America, South America, Oceania, or Asia.

Because of the risk of zoonotic disease, when transferring animals between sanctuaries or other organizations, both organizations involved review their risk assessments and government requirements prior to the movement of the animals and implement protocols for management of the species involved.

The organization receiving the animal(s) is provided, to the extent known:

- Full identification details of the animal(s) including description, age, sex, distinguishing characteristics, microchip number and location, and in some cases photographic identification.
- Basic information about the animal(s) including area(s) of origin, weight, temperamental characteristics, whether mother- or hand-reared, current diet, and any physical abnormalities even if not a clinical entity.
- Any significant evidence of disease among animals in the sanctuary or zoonotic disease in staff working in the sanctuary environment within the previous six months.
- Full clinical details (medical record, including health check), preferably 21 days prior to shipment. This includes any current treatment or medication.
- Current or past usage of any form of contraception and vaccination including the length of time used and interval of repetition, as well as any noted side effects, even if anecdotal.

- Documentation required by the importing government such as a legal acquisition record of the animal (CITES permit), veterinary certificates or other animal health related information.

An animal arrival form should be completed for each animal that arrives in the sanctuary.

Best Practices:

PASA member sanctuaries should make every effort to facilitate strong legal protection regarding the animals in their care and to engage people in a positive, respectful, and interactive way.

PASA and its member sanctuaries should collaborate with local, national, and international law enforcement agencies and other entities to halt the illegal trade in wildlife and strongly urge that all confiscations are accompanied by comprehensive and sustained investigation and judicial proceedings against offenders.

PASA and its member sanctuaries may choose to prioritize confiscations that are accompanied by judicial proceedings against offenders.

When possible, PASA and its member sanctuaries will strive to accept or find suitable placement for African primates that are confiscated by law enforcement authorities.

PASA member sanctuaries agree to cooperate with other PASA member sanctuaries in the placement of animals in the most appropriate facility for the best interest of the individual, taking into consideration the species or subspecies, natural origins, the welfare of the individual, the possibility for integration into a social group, and the possibility for release.

PASA and its members recognize that any African primate that is illegally trafficked from Africa and confiscated outside of Africa as a result of the illegal trade should be returned to his/her country of origin as CITES recommends, provided the country of origin is known, a sanctuary exists and has available space, and return to the country of origin is in the best interest of the primate involved. PASA members should strive to work with experts on biosample analysis to identify the wild origin of the animal whenever such technology and geolocalization information is available.

3.2.2 Release and reintroduction

Minimum Standards:

Where appropriate, PASA member sanctuaries manage their populations in such a way that release back into the wild may be possible in accordance with the IUCN Guidelines for Reintroductions. When making decisions about reintroducing animals, the following goals must be considered: the long-term survival of the species, animal welfare, maintenance and restoration of key species in the ecosystems, and promotion of sound conservation. Sanctuaries considering release

carefully plan appropriate release programs, including site selection, from the outset.

It is critical that PASA member sanctuaries incorporate systems for monitoring animals and recording data into their reintroduction programs to inform future reintroduction strategies.

PASA member sanctuaries follow the IUCN Guidelines for Reintroductions when conducting primate release programs, including government collaborations and permits, species and individual selections (including health and mental assessments), habitat selection and preparation, pre-release quarantine and post-release monitoring, data sharing and funding.

PASA member sanctuaries conduct reintroductions in an open and transparent manner.

It is important to involve all stakeholders in the planning of a major reintroduction, including relevant national, regional and local government agencies, NGOs working with wildlife in the release area, and local communities.

PASA's Conservation Policy should be used to inform program design and implementation.

Refer to Figure 1 for a summary of steps and potential outcomes in the reintroduction process.

Sanctuaries considering reintroduction should communicate with those already engaged in the process of reintroducing to facilitate the transfer of knowledge and best practices.

Additional Information:

The following references are considered principal text if reintroduction is under consideration:

Beck, B., Walkup, K., Rodrigues, M., Unwin, S., Travis, S., & Stoinski, T (2007). Best Practice Guidelines for the Reintroduction of Great Apes. IUCN SSC Primate Specialist Group, Gland, Switzerland.

Baker, L.R. (2002). IUCN/SSC Reintroduction Specialist Group: Guidelines for nonhuman primate reintroductions. *Reintroduction NEWS*, 21:29-57.

IUCN/SSC (2013). Guidelines for Reintroductions and Other Conservation Translocations. Version 1.0. Gland, Switzerland: IUCN Species Survival Commission, viiii + 57 pp.

Guy, Amanda J.; Curnoe, Darren; Banks, Peter B. (2014-01-01). "Welfare based primate rehabilitation as a potential conservation strategy: does it measure up?". *Primates*. 55 (1): 139–147.

Cheyne, Susan M. (2006-04-13). "Wildlife reintroduction: considerations of habitat quality at the release site". *BMC Ecology*. 6 (1)

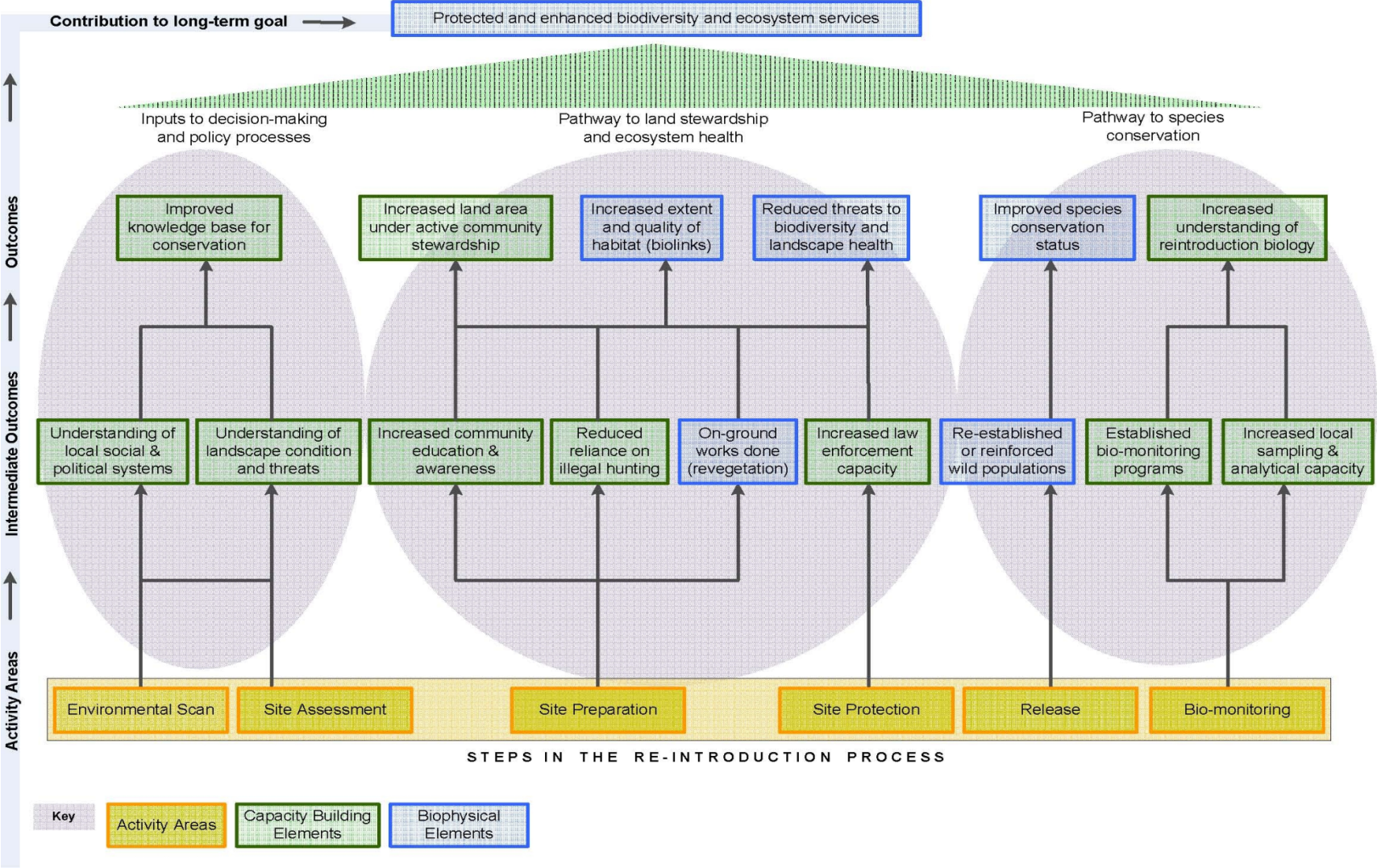
Sabrina Brando, Rebeca Atencia, Jennifer Botting, Chris Colin, Pam Cunneyworth, Alma van Dorenmalen, Petra Janssen, Nancy Mungania, Sara Torres Ortiz, Stuart Williams, and Gregg Tully. (2020). PASA Study on Reintroductions and Releases of African Primates: Understanding the impact of releases on primate conservation and determining the factors that contribute to their success.

Williamson, E. A., Farmer, K. H., & Sherman, J. (2024). Applying best practice to feasibility assessment and strategic planning for Great Ape Translocation: A case study of grauer's gorilla (*gorilla Beringei Graueri*). *Biological Conservation*, 292, 110521.

King T, Chamberlan C, Courage A. Assessing reintroduction success in long-lived primates through population viability analysis: western lowland gorillas *Gorilla gorilla gorilla* in Central Africa. *Oryx*. 2014;48(2):294-303.

Consorte-McCrea, A., Kolipaka, S., Owens, J. R., Ruiz-Miranda, C. R., & Waters, S. (2022). Guidelines to Facilitate Human-Wildlife Interactions in conservation translocations. *Frontiers in Conservation Science*, 3. <https://doi.org/10.3389/fcosc.2022.788520>

Figure 1: Steps and potential outcomes of the reintroduction process



3.2.3 Reproduction

Minimum Standards:

PASA member sanctuaries only voluntarily permit animals to reproduce in the sanctuaries if the breeding is part of a currently active release program in accordance with the IUCN Guidelines for Reintroductions, otherwise member sanctuaries employ temporary or long-term contraceptives or sterilization to prevent births.

Permanent contraception (e.g. vasectomies, tubal ligations) is used on hybrid individuals regardless of whether they are candidates for release.

PASA member sanctuaries holding species or subspecies that are not endemic provide long-term contraceptives or sterilization to prevent births.

Where non-endemic taxa may potentially interbreed with endemic taxa, permanent sterilization is employed.

Reversible contraception should be used wherever possible on primates who may be reintroduced, according to the requirements of the animal and the availability of expertise and equipment.

Best Practice:

In general, reversible contraception should be used on non-hybrid endangered species. While PASA member sanctuaries accept that, in some cases, permanent sterilization may be used, careful deliberation of the long-term implications should be considered. Before carrying out sterilization practices, PASA member sanctuaries should review their in-country legislation and ensure they are in accordance with local laws.

3.2.4 Basic primate care

Minimum Standards:

PASA member sanctuaries implement specialized care and housing that provides for primate physical, physiological, psychological and social needs. Sanctuaries ensure that animals in their care have access to the five basic freedoms:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury and disease
- Freedom to express normal behavior
- Freedom from fear and distress

Each PASA member sanctuary is expected to secure the services of a veterinarian(s) or a primate care manager who has knowledge of the behavior, health and welfare of the animals.

PASA member sanctuaries:

- Have appropriate facilities to ensure the well-being of the primates, as well as the safety of staff, volunteers, and visitors to the sanctuary.
- Ensure that all facilities, including quarantine or short-term temporary housing, provide a complex and stimulating environment to promote normal behavior as expressed by that particular species and prevent boredom.
- Ensure that all primates in their care are not kept in isolation unless necessary for quarantine or for treatment/recovery purposes.
- Ensure all hard surfaces in enclosures and holding facilities, such as walls, floors and furniture, are washed at least once a day to keep them free from contamination.
- Clean benches, shelves, ropes and climbing structures frequently enough to prevent the accumulation of fecal matter and urine.
- In small enclosures, daily spot-clean soil and other natural substrates to remove organic waste.
- After using disinfectant, thoroughly rinse watering devices, feeding equipment and other metal or plastic equipment.
- Provide primates with access to dry areas during and after the cleaning process.
- Ensure all enclosures allow safe access to an area such as a satellite cage, sleeping cage, or night den, suitable for the physical isolation of individuals so that animals can be restricted for close examination and veterinary treatment.
- Ensure all transfers of adult primates from one location to another are conducted in such a manner that caregivers and primates do not share common space.
- Consider that all infant primates require physical contact with their mother or a surrogate to ensure normal psychological and social development. Sanctuaries that care for infant primates have appropriate contact protocols and appropriate housing (such as a human caregiver in the case of great apes, or in some cases stuffed toys for certain monkey species).

Best Practices:

The veterinarian(s) and/or the primate care manager should possess particular knowledge in the field of animal health as it applies to the species under his or her care.

Where possible, PASA member sanctuaries will maintain all primates in normal social groupings. Isolation of individuals should only be done for health (psychological or physical) reasons.

PASA member sanctuaries should ensure that at least one staff member trained in primate emergency veterinary procedures (by a suitably qualified veterinarian) is on site at all times.

Additional Information:

Animals that are in good general health are far less likely to carry or suffer from infectious diseases than those living on impoverished diets or in suboptimal physical

or social conditions. Therefore, it is essential to constantly provide top quality animal care.

3.2.5 Rescued primate management

3.2.5.1 Nursery care for orphaned infants

Minimum Standards:

Infant primate requirements are based on age, species and individual needs. All infants should be allowed to demand feed and water access rather than feeding at strictly determined times. Feeding should be reviewed on a weekly basis on body development.

When infant animals are hand-reared, where possible there should be one caregiver per one or two animals, and that person should not have contact with other animals in the sanctuary. If this is not possible, caregivers should change clothes and sanitize between contact.

The use of a surrogate mother is advised (such as a human caregiver in the case of great apes, or in some cases, stuffed toys for certain monkey species).

The mental well-being of the infant is monitored to ensure that the facilities allow a full range of movements for the correct locomotor development.

3.2.5.2 Peer group housing

Minimum Standards:

Peer group housing is used in a limited manner, especially if individuals are expected to be released. Age and sex appropriate groups are formed with the understanding that peer group housing often serves important primate management situations.

Caregivers who have hand-raised individuals may successfully use vocal commands from the outside of the enclosure to control bullies. However, human interference and contact should be minimal.

3.2.5.3 Integration procedures

Minimum Standards:

Non-human primates are housed in social groups at all times. The only exception is during quarantine in the weeks after arrival or if an individual is injured or suspected of harboring an infectious disease.

Any integration process must first be agreed upon by the team of caregivers, veterinarians and managers. It should always be done under the supervision of the integration team and should be carried out in a controlled environment in order to minimize risk.

It is acknowledged that any integration will be unique and considerations will depend on the biology of the species in question, the age of the individual, the gender and the characteristics of the hosting group.

Additional Information:

There is extensive literature on integration processes from other facilities and it is highly recommended that these papers are read by PASA sanctuary managers, primate care managers, and veterinarians before carrying out integration, particularly if there is a lack of experience in this process. Consultation with other PASA member sanctuaries is advised. Importantly, inclusion of senior staff members in the process is important as they will have worked with the primates for many years and will have extensive knowledge of the individual animals' personalities.

3.2.5.4 Management of social communities

Minimum Standards:

Monitor social groups daily for aggression, injuries, and other anti-social behavior.

While animals are feeding, observe them for injuries and anti-social behavior and to ensure all individuals, including low-ranking individuals, receive appropriate amounts of food and that aggression levels are within normal social levels. Ensure that animals are actually eating what is being fed (i.e. not preferentially taking certain items).

Adequate amounts of food are provided and a strict feeding protocol is followed to avoid food stress and conflicts between individuals.

For great apes and small groups of monkeys, visually account for each individual at each feeding; for large groups of monkeys, count individuals at least daily.

Best Practices:

Well-formed groups of monkey species can collapse for unknown reasons or due to power struggles within the group. These events should be expected, and the sanctuary managers should have backup systems, enclosures or facilities in place to allow for regrouping of these individuals. Monitoring of the group dynamic is encouraged to identify opportunities for integration or removing individuals to enhance the cohesion of the group.

3.2.5.5 Management of isolated individuals

Minimum Standards:

As individuals who have been isolated for many years often exhibit higher levels of abnormal behaviors compared to those living in groups, PASA member sanctuaries attempt re-socialization and acclimatization in a timeframe that is comfortable and

minimizes stress for the individual. They also provide a secure, consistent environment that allows the individual to access new items/events.

In some cases, sanctuaries have individuals who are not able to integrate into a larger social group. Management needs to ensure that provisions exist to care for pairs or small groups in appropriate facilities, so that no residents are left in holding facilities indefinitely. When necessary, sanctuaries incorporate into their infrastructure one or more smaller enclosures that allow socialization and an acceptable quality of life for pairs and smaller groups. They make every effort to ensure that no social primate is housed alone. If individuals are socially isolated for any period of time, it is important to maintain a high level of enrichment. Where possible, any individual housed alone is able to communicate with other primates through mesh or bars, to allow social interaction on his/her terms, which may slowly facilitate integration of such individuals into a group.

3.2.5.6 Enrichment programs and activities

Minimum Standards:

PASA member sanctuaries maintain enrichment programs that are suitable to the species they care for and the conditions they live in. In most cases, social enrichment is addressed after integration into groups is completed, depending on the sanctuary and the primate's situation. Environmental enrichment will be required if the facilities cannot provide a full range of opportunities as would be experienced in the wild. Large forest enclosures in a natural setting may have enough natural enrichment.

Situations in which enrichment is particularly important include the quarantine period when a primate first arrives at the sanctuary, when individuals are under medical treatment, and when individuals or groups must spend extended time in holding areas. In these cases, a well-thought-out and regularly managed enrichment program is essential.

Best Practices:

It is important to continually evaluate enrichment devices and activities to facilitate prioritization of activities worth implementing, taking into consideration the amount of time and resources are required to prepare the activity compared to the amount of time the primates spend engaged in the activities. A rating system will help staff decide which activities to implement in the time they have available to them.

Food can be used as an enrichment device to minimize stereotypic behavior and improve psychological well-being. However, this sort of enrichment should not impinge on meeting the nutritional requirements of the animal, nor should it be vital to them.

3.2.5.7 Cooperative learning procedures

Best Practices:

PASA member sanctuaries should evaluate the benefits of behavior modification through positive reinforcement and other forms of cooperative learning and consider implementing a cooperative learning program.

Cooperative learning should be used to facilitate:

(a) *Veterinary care by permitting close monitoring and treatment of illnesses by:*

- Presentation of chest or back, allowing stethoscope to touch skin permitting veterinarians to listen to heart and lungs without restraint or sedation.
- Opening of mouth for oral inspections to examine and check teeth and even permit cleaning of teeth.
- Insertion of thermometer for temperature reading, also permitting fecal samples to be taken.
- Permitting nasal and ear swabs to be taken.
- Presentation of wounds for inspection and treatment.
- Presentation for injections (sedatives, antibiotics) and voluntary blood taking.

(b) *Group management by:*

- Movement of individuals or groups between areas can be easily requested.
- Improving acceptance of cooperative feeding which can reduce aggression during feeding sessions, particularly with dominant individuals who may monopolize food.
- Reducing or eliminating inappropriate behavior such as poor mothering, rocking, and throwing rocks.
- Providing enrichment and cognitive challenges to enhance quality of lives.

Additional Information:

Cooperative learning can eliminate the need to sedate individuals for annual health checks reducing the risk of anesthetic, stress to the individual animal, and financial costs to the sanctuary.

Learning is broadly defined as a change in behavior resulting from practice or experience. When this process is guided by humans, it may be called cooperative learning. Behavior modification through positive reinforcement and other forms of cooperative learning can facilitate animal management and veterinary care and can reduce stress. Most PASA member sanctuaries conduct informal cooperative learning without many caregivers realizing they are doing it. However, it is important that correct methods are used to ensure that primates are not rewarded for performing undesired behaviors. The best way is using positive reinforcement (i.e. giving the primate something that he or she wants after performance of the desired behavior).

For further information on cooperative learning techniques, caregivers and managers should read the current literature on the subject and seek advice from qualified professionals. Primates are highly intelligent and will cooperate well with proper methods.

Cooperative learning should only be conducted by personnel who have been adequately trained by an experienced professional. Learning programs need to be

planned, and time frames maintained to avoid reinforcement of inappropriate behaviors and confusion to the animal.

3.2.6 Nutritional program

Minimum Standards:

PASA member sanctuaries ensure that they minimize nutritional disorders by providing a nutritionally balanced diet to all animals in the sanctuary. Each PASA member sanctuary maintains records on the nutritional requirements for the stages of life of the species in their care (e.g., juvenile, pregnant, adult, geriatric). This information is used to create a recorded feeding plan for each species held. Candy or sweets are not fed to primates except in medical cases, for example to tempt ill primates to take medication.

Best Practices:

Each sanctuary is encouraged to have a species-specific nutritional handbook or plan that is reviewed every two years.

Wherever possible, PASA member sanctuaries should provide natural diets that include wild fruits and leaves. However, they should take great care to ensure that gathering and/or buying wild fruits does not impinge on the food supply of free-living primates, especially in habitats under high pressure from human settlements and poaching. If it is not possible or in the interest of conservation to purchase wild fruits, the diets of sanctuary primates should be based on the nutritional content of foods. In the interest of health and psychological welfare, diets should aim for diversity. In most cases, raw natural foods are preferred to cooked foods. Diets should be evaluated regularly to prevent nutritional deficiencies.

Where possible, food and by-products will be purchased from adjacent communities to add value to the conservation of these animals and improve relations with nearby communities, with monitoring and evaluation in place to ensure a positive outcome.

Food should be monitored for potential poisons. Although it may not be possible in very large enclosures, as much as possible animal enclosures should be checked for toxic plants (especially new enclosures) and the plants should be removed if judged to be a hazard, i.e. if the animals are naive and consuming them. However, primates that are part of a reintroduction program need to learn what to avoid and can be taught to avoid toxic plants.

For large, forested enclosures, or island habitats, an assessment of available food (or an ecological survey) should be made to be able to adapt the quality and quantity of food provided during each season to enhance natural foraging, especially in cases of a potential release.

Additional Information:

For some species such as great apes, a daily vitamin dosage can be a useful safeguard against vitamin deficiencies, particularly where the correct diet may not

always be available. However, supplements do not alter the necessity of species-appropriate balanced diets.

Nutritional deficiencies may cause overt disease, e.g., metabolic bone disease. Some nutritional deficiencies can be diagnosed with blood and serum tests (e.g., vitamin deficiencies, iron deficiency). Blood can be monitored during a routine health check to evaluate any nutritional deficiencies.

3.2.7 Equipment management

Minimum Standards:

Nets, gloves, squeeze cages, crates and restraint equipment are regularly inspected and maintained in good working order, as defective equipment can lead to injuries to animals and humans as well as escapes. Equipment is cleaned after each job to avoid the mechanical transmission of infectious material.

Needles, blowpipe darts and surgical instruments are handled with extreme care by competent personnel as after use they might be contaminated with various bacteria and viruses. All anesthesia equipment (including blowpipe and dart guns) is disinfected and appropriately stored after use by qualified personnel.

Personnel wear protective clothing (coveralls and boots) when cleaning animal areas. Protective clothing is washed, cleaned and stored at the sanctuary.

3.2.8 Identification and records

Minimum Standards:

Sanctuaries keep an accurate record of the veterinary management of each individual. Each animal is readily and reliably identifiable.

Best Practices:

Medical records should be computerized in a user-friendly database with all information in the history readily accessible and should include photographs.

In large groups of primates where visual identification is only possible by a small number of caregivers, or when deemed necessary for tracking individuals, it is recommended to give animals microchips or tattoos when they are under anesthesia for another purpose.

All PASA member sanctuaries should aim to work with the same record-keeping protocols/software as this will allow better collation of information across the network.

3.3 Veterinary healthcare and management

3.3.1 Veterinary personnel

Minimum Standards:

All PASA member sanctuaries have a dedicated veterinary treatment/hospital facility.

The role of sanctuary veterinary staff should include the following:

- Routine inspections of the animals.
- Directing and conducting treatment of all sick animals following Evidence Based Medicine (EBM) practices whenever possible.
- Administration of vaccines, deworming, and other aspects of preventative medicine.
- Health monitoring of animals, including laboratory examination of samples (via a submission process or in-house).
- Safe and proper collection and preparation of diagnostic samples.
- Training of sanctuary personnel in health, welfare and hygiene.
- Ensuring that postmortem examinations of animals are carried out on all deaths when biosafety is not compromised and adhering to local and national regulations.
- Supervision of quarantine facilities.
- The establishment of written procedures to be followed in the event of the accidental misuse of dangerous drugs.
- In addition, veterinary staff should be involved in or consulted on:
 - The nutrition and design of diets.
 - Planning and design of enclosures.
 - Release program design and post-release monitoring.

3.3.2 Veterinary healthcare manual

Minimum Standard:

Each PASA member sanctuary should reference the PASA Primate Veterinary Health Manual for maintaining the health of the primates in their care and preventing the spread of disease. All staff and volunteers who work in relevant areas should be adequately trained in the content in the manual to ensure they understand and can implement it.

Best Practices:

Each PASA member sanctuary should develop its own written set of instructions for veterinary, animal care, and field staff, with the aims of preventing disease from entering the sanctuary, maintaining the health of animals in the sanctuary, and preventing the dissemination of disease to other facilities and populations for any non-primate species that are being cared for at the sanctuary. The instructions should be adapted to local circumstances and practices. The PASA Veterinary Healthcare Manual can be adapted to the needs of the sanctuary but should include sections on the sanctuary's disease surveillance plan, disease contingency plan and parasite control program.

3.3.3 Quarantine

Minimum Standards:

All primates entering a PASA sanctuary population, regardless of their origin, undergo a period of quarantine for a minimum of 90 days, extendable to 180 days in case of suspicion of communicable infectious disease. PASA sanctuaries prevent the introduction of new diseases to animals living at the sanctuary and from sanctuary residents to the free-living population and prevent infection of staff to the best of their ability.

Sanctuaries have dedicated easily identified areas reserved for quarantine procedures isolated and separated from the resident animals. In case of space problems, the quarantine time will not be reduced in any case, and quarantines at a distance will be arranged with other sanctuaries or facilities whenever possible.

During the quarantine period, arriving primates undergo scheduled health exams and appropriate treatments and vaccinations.

Only primates who have cleared all quarantine and veterinary procedures are allowed to be moved to a location in the sanctuary or a release site where they may come in contact with other rescued primates and/or free-living populations.

Primates being hand-reared are placed with conspecifics in quarantine as soon as possible to help with the socialization process. Refer to section 2 of the PASA Veterinary Healthcare Manual.

PASA member sanctuaries follow strict hygiene procedures regarding quarantine, and thoroughly clean and disinfect quarantine areas after an animal leaves including food bowls and other items that were in the enclosure.

Dedicated staff should care for quarantine primates exclusively and have specific experience with primates and health management. Personnel working with quarantined primates must observe established procedures to prevent cross-contamination to resident primates:

- Maintaining personal hygiene.
- Separate equipment (such as feeding bottles, cleaning brushes etc.) footwear and clothing for Q primates, thorough disinfection of all such items after use each day.
- Staff should wear protective clothing such as gloves and masks.
- Footbaths with disinfectant or separate footwear should be used.

Testing procedures:

If the necessary resources are available, PASA sanctuaries conduct a range of tests for disease agents and bio-parameters during quarantine. It is recommended that the noninvasive aspects of this testing (e.g., parasitology) are initiated as soon as practical. Testing requiring general anesthetic can be delayed for seven to 14 days, depending on the animal's history and psychological condition on arrival. At sanctuaries that have adequate resources, the testing includes:

- Full clinical examination under a general anesthetic, including a careful assessment of weight, teeth, eyes, reproductive organs and identification (microchip when indicated).
- A minimum of 3 fecal screens for parasites, as well as treatment as indicated. Refer to the PASA Veterinary Healthcare Manual.
- Serological tests for relevant diseases of concern. Refer to the list in the PASA Veterinary Healthcare Manual. Other pathogens may be added to this list as our knowledge of their significance advances. A wider range of viral screening tests is generally appropriate for wild-born animals.

Following quarantine, all primates should be tested for tuberculosis. If testing and analysis are not currently possible, the sanctuary should be actively seeking ways to test primates for tuberculosis.

Best Practices:

Where possible, quarantine facilities should have dedicated caregivers who do not come in contact with other primates in the sanctuary.

Resident primates who contract serious infectious diseases and constitute a risk to other primates in the sanctuary should be moved temporarily to a quarantine facility when possible.

When possible, a serum bank should be established for each individual.

The following quarantine procedures are advised:

- Full physical exam including: weight, morphometrics and dental examination (to determine age). Imaging: X-ray, Ultrasound, ECG, TB testing. Blood sampling: hematology, biochemistry, blood smear for differential and haemoparasites (*Plasmodium* spp, *Filaria* spp). Serology: Retrovirus: SIV/HIV, STLV/HTLV. Hepatitis virus: A, B. Herpesvirus: HSV 1&2, Herpes B, CMV, Epstein Barr/LCV, RSV, HMPV. Filoviruses (Marburg, Ebola). Arenaviruses (LCM, Lassa). Flaviviruses (Dengue, Yellow Fever), Measles, Polio, Toxoplasma. Storage: Serum and Cell Plug Frozen. Fecal screening: culture and parasitology. Urinalysis. Preventative treatment: vaccinations, deworming and others.
- Tuberculosis testing: Bearing in mind that TB can present itself in an active shedding or in a latent form, diagnosing TB is a challenge and it is advised to use more than two different tests that target different things (exposure/ pathogen/ immune response Ag and Ab); (e.g., intradermal skin testing, Polymerase Chain Reaction [PCR], Rapid tests, Multiple Antigen Print Immunoassay [MAPIA], Primagam, GeneXpert Mtb PCR, IFN γ /QuantiFERON®-TB Gold, ZN stain Sputum smear (AFB), fecal and sputum and gastric lavage culture, Xray, LN biopsies). Intradermal palpebral tests for TB using Mammalian Old Tuberculin (MOT) and/or bovine + avium tuberculin is required for all primates – one at the beginning of quarantine, the second at 28 days later and one at the end of the quarantine period, another 28 days later from second test. Accurate reading of TB tests requires experience and expertise. Please, refer to tuberculosis testing chapter in the PASA Veterinary

Healthcare Manual for up-to-date recommendations on tests and on assessing skin tests.

- If animals of the same phylogenetic order as an infected animal are housed with him/her, they too should be considered contagious.
- Domestic animals should be kept away from animals in quarantine.
- The Quarantine facility will be cleaned and sanitized on a daily basis, due to risk of disease transmission. Animal waste will be handled separately from all other waste and will not be used for compost.

Testing procedures:

- To improve accuracy, PASA recommends using more than one type of TB test when possible.
- Fecal cultures for bacteriological diseases of concern should be performed. Refer to the PASA Veterinary Healthcare Manual.
- Radiography if feasible, to check for such conditions as metabolic bone disease and airsacculitis.
- Banking of genetic material. See the section on correct sample collection and storage in the PASA Veterinary Healthcare Manual.
- When feasible, endocrine assessment (stress and reproductive hormonal analysis). Refer to the relevant section in the PASA Veterinary Healthcare Manual.

Additional Information:

For additional information, refer to section 2 of the PASA Veterinary Healthcare Manual.

3.3.4 Health checks

Minimum Standards:

Each PASA member sanctuary follows a policy for health checks which is developed for the species in the sanctuary in collaboration with a veterinarian(s) with relevant experience.

Health checks that require anesthesia involve a full physical examination including weight, morphometrics and dental examination (age) the collection of blood samples for biochemistry and hematology health screening, serology and gene bank serum storage. Fecal screening for both culture and parasitology analysis. TB analysis. Urinalysis and other preventative treatment including vaccinations, deworming or vitamin boosting.

Best Practices:

If it is considered beneficial and practical and if resources allow, all resident primates should ideally undergo a health check once every three to five years depending on the species and the number of individuals.

During anesthesia for any reason, a health check should be performed which includes, vaccinations and injectable dewormers as required.

3.3.5 Disease surveillance plan

Minimum Standards:

PASA member sanctuaries:

- Control and mitigate the effects of endemic disease by disease surveillance and biosecurity.
- Minimize risk of imported disease by quarantine and testing protocols.
- Prepare for the introduction of exotic diseases by effective disease contingency planning.
- Maintain proper standards of sanitation in animal enclosures, food storage and preparation rooms, and treatment rooms.
- Avoid the spread of novel diseases by an epizootiological control into wild areas through reintroduction programs.

Sanctuary has a written disease surveillance plan written by the veterinarian and adequate support staff for a full health control program. This includes:

- Detailed animal records in a transferable format.
- A nutritional program to minimize health and welfare issues, especially for geriatrics and other vulnerable individuals.
- A safe and effective program to control pests.
- Quarantine: newly arrived animals to be kept isolated as long as is necessary to ensure proper examination and disease screening before introduction to other animals at the sanctuary. (See Section 3.3.3, Quarantine).
- An opportunistic disease screening program which includes routine examinations, including parasite checks and TB tests or as appropriate.
- Preventative medicine, including vaccinations, to be conducted as appropriate and at such intervals as recommended by the veterinarian/veterinary team.
- Disease contingency plans for high-risk diseases.
- A documented postmortem routine. (See Section 3.3.12 on Postmortem examination.)

Best Practices:

The annual disease surveillance plan might include:

- Daily written reports about the health of all animals in the sanctuary including any symptoms of disease, anomalous behavior, births, deaths, veterinary treatments, etc.
- Regular fecal testing for pathogenic bacteria and parasites every six months, and more frequently if a particular problem is known to exist. Where an infection with pathogenic bacteria or parasites has been treated, follow-up fecal samples should be examined to establish the effectiveness of treatment.
- If there is a vaccination program, the vaccine status of each animal should be reviewed annually and boosters given when appropriate.
- Serum samples should be collected and stored at minus 70°C or below when the opportunity arises. Serum banks thus created can be invaluable in the diagnosis of viral disease, the determination of vaccine efficacy, and the screening for new diseases as they are described.

- If primates are immobilized for any reason (such as for a health exam), blood samples should be collected for hematology, serum biochemistry and serology, urine should be collected for a urinalysis, and a TB test should be performed.

3.3.6 Disease contingency planning

A contingency plan is a strategic document designed to anticipate and manage emergency or crisis situations. Its main purpose is to minimize risks, mitigate negative impacts and ensure an efficient and organized response to unforeseen events. It is a key resource for maintaining the operational stability of the sanctuary, safeguarding life and ensuring rapid recovery after a crisis. If disease or other health emergencies emerge at a PASA member sanctuary, a contingency plan should be developed and should:

- Be applicable to all staff, volunteers, and collaborators within the sanctuary.
- Cover preventive measures, preparation, response, and recovery in the face of health emergencies and disasters.
- Include all animal species in the sanctuary, adapting actions according to their specific needs.
- Integrate interactions with local authorities, emergency services, and other relevant institutions.

Should a health crisis emerge, PASA members are encouraged to inform PASA of the situation to learn if similar emergencies are occurring at other sanctuaries.

Minimum Standards:

- Risk Assessment: the document identifies possible threats (infectious diseases, poisonings, injuries, natural disasters, etc.) and describes procedures to prevent the spread of a particular disease or the event of a traumatic situation between the sanctuary and the wild, or a confiscation site and the sanctuary. There is a determination of which animals are most vulnerable and identifies the critical control areas of the sanctuary (CCPs) Refer to section 3.2 of the PASA Veterinary Healthcare Manual including tuberculosis, Ebola and *Strongyloidiasis*.
- Emergency protocols: establish specific procedures for different scenarios, such as quarantines, evacuations, or first aid. Create safe evacuation routes for animals and people.
- Resource storage: ensure supplies are accessible and securely stored. Maintain an inventory of medications, emergency food supplies, and medical equipment.
- Medical and response team: the staff is trained in animal first aid. The sanctuary has an emergency veterinarian on-call available.
- Communication: there is an internal and external communication system for emergencies. There is an assigned spokesperson responsible for coordinating with local authorities, emergency services, and the community.
- Maintenance and prevention: ensure the cleanliness and hygiene of the sanctuary to prevent disease outbreaks. Conduct regular health checks for animals.

- Drills and training: carry out periodic drills to familiarize staff with emergency procedures. Regularly update the plan based on lessons learned from drills or real incidents.

3.3.7 Parasite control

Minimum Standards:

Every PASA member sanctuary has a parasite control policy that is based on a test and treat protocol.

Routine examination for endo- and ecto-parasites are performed on arrival and at regular intervals as appropriate given the circumstances of the sanctuary.

Anthelmintics should be used strategically to control certain parasites based on medical evidence. Evidence-based worming occurs every 3-4 months.

If testing provides a positive, fecal exams should be repeated upon treatment to evaluate the efficacy.

Best Practice:

Parasite testing should occur every three months, however this is dependent on the context of the situation. It is advisable that the protocol for testing includes a minimum of two different parasite test techniques (direct, flotation, sedimentation).

Refer to the parasitology section of the PASA Veterinary Healthcare Manual for details.

3.3.8 Pest control

Minimum Standards:

PASA members take steps to minimize disease spread by controlling pests that can spread disease in their sanctuaries.

All food scraps are cleaned up regularly during the day from enclosures and food preparation areas. Soiled food is disposed of correctly and not left for rodents to eat.

PASA members take precautions to ensure that pest control measures do not harm the animals in their care or other wild animals.

If using pesticides, care will be needed to avoid contaminating human and animal food and housing areas.

Best Practices:

Sanctuaries should discourage domesticated and free-ranging wild species from entering the sanctuary where practicable.

PASA members should avoid attracting pests by farming or housing domestic animal species within the property of their sanctuaries.

PASA members should refer to Appendix 3 on commonly used disinfectants.

3.3.9 Vaccinations

Minimum Standards:

Each PASA member sanctuary follows a policy for vaccinations which was developed for the sanctuary in collaboration with a veterinarian(s) with relevant experience.

Only non-replicating vaccines should be given to primates in sanctuaries. After vaccination, the date of inoculation, the brand name of the vaccine, the batch and the expiry date of the vaccine must be written on the individual record card.

Best Practices:

Sanctuaries should investigate the disease risk factors in their areas and their veterinarian should design vaccination protocols based on the real risks and appropriate for the particular primate species in their care. In order to minimize the possibility of adverse effects, the use of killed vaccines is recommended. Refer to the PASA Veterinary Healthcare Manual for examples concerning vaccination regimes.

Vaccination regimes should be dictated by what diseases are found in the local area, what diseases are found in the sanctuary, what diseases can be vaccinated for, and the future plans for the animals.

It is usually inappropriate (but not always) to vaccinate animals due for release.

When the opportunity arises, serum samples from vaccinated primates should be tested to establish the effectiveness of the vaccine schedules.

3.3.10 Antibiotics

Minimum Standards:

In order to minimize the development of bacterial resistance, PASA sanctuaries will carry out an empirical but rational selection of antibiotics. This empirical selection (prescribing and administering antibiotics in the absence of a culture and antibiogram) will be based on the following premises:

1. Demonstration of bacterial infection (cytology).
2. Morphological classification of the problem bacterium.
3. Determination of the organ affected.
4. Use of the rational antibiotic cascade.

The posology and duration of each treatment shall be respected.

Best practice:

In cases where culture/antibiogram is not contraindicated (invasive sampling procedure with sedation that may endanger the animal, coagulation problems, difficulties in sample processing, etc.), antibiotic therapy based on scientific evidence is recommended.

3.3.11 Euthanasia

Minimum Standards:

The acceptable method of euthanasia is:

1. Sedation (or full anesthesia as required) prior to the administration of the euthanasia drug.
2. Administration of an intravenous drug that will simultaneously induce unconsciousness, cardiac arrest and clinical death, thereby not subjecting the animal to pain, distress, anxiety or apprehension.

Euthanasia of primates in PASA sanctuaries can only be conducted for terminally ill individuals or critically injured individuals for whom there is no reasonable hope of recovery, as determined by the manager, the veterinarian of the sanctuary, and any consulting medical colleagues. National regulations and laws may have procedures and restrictions on euthanasia of protected species. PASA members should refer to their local laws and regulations before euthanizing an animal.

Only a licensed veterinarian should be allowed to perform euthanasia, unless there are extenuating circumstances.

3.3.12 Postmortem examination

Minimum Standards:

In the event of a death, necropsies should only be performed when necessary to determine the cause of death, to prevent future similar cases or to contribute to the general welfare of the animals. Authorization must always be obtained from the responsible veterinary staff and, if applicable, from the sanctuary management team and the competent administration.

A thorough postmortem examination is carried out by a competent and experienced pathologist or veterinarian without unnecessary delay. (The PASA Veterinary Healthcare Manual contains postmortem procedures).

Sanctuaries should have an area designated for necropsies only or at least the necessary infrastructure to store carcasses in a safe manner until necropsy can be conducted. The designated area must be clean and equipped with sterilized tools.

Ensure the availability of personal protective equipment (PPE) for the personnel involved (gloves, masks, gowns, etc.).

Dead animals are handled in a way that avoids the risk of transmission of infection. The necropsy must be performed systematically in order to ensure that each body system suspected will be examined effectively and that appropriate samples are collected.

Necropsy should be performed as soon as possible or within the next 24 hours in the case of refrigerated bodies. After that period, the autolysis of the carcass will remove value to the findings. Proper specimen collection for microbiology, cytology, and histopathology is emphasized.

In cases of suspected death due to communicable pathogens such as Brucella, TB, Clostridium perfringens, Ebola, Marburg, and due to the high risk of dissemination of the pathogen, it is recommended not to perform an open carcass technique and instead to perform a multipuncture necropsy or ultrasound necropsy, or by TAC or Resonance imaging whenever possible. Implement strict biosecurity measures to prevent cross-contamination and the spread of disease.

Following postmortem examinations, carcasses and organs are removed swiftly and disposed of safely and be incinerated in compliance with local and national regulations. Treat the remains with respect and dignity throughout the process. Inform sanctuary caretakers or managers of the results in a clear and respectful manner.

Record necropsy findings in detail, including relevant photographs, notes and analyses. File reports for future reference and study.

Particular care is taken with primates dying in quarantine as these animals must be assumed to be of high zoonotic potential until proven otherwise.

Best practices:

A thorough postmortem examination should be carried out by a competent and experienced pathologist or veterinarian without unnecessary delay on **all deceased animals, regardless of whether the cause is known or suspected**. Provide ongoing training to staff on up-to-date techniques and protocols.

Samples collected during postmortem examination should be documented and submitted without delay for analyses by competent specialists, e.g., histopathologists, microbiologists, virologists. Create an active collaboration with Institutions by establishing links with laboratories or universities for complementary analyses, such as histopathology or microbiology, if necessary.

Samples should be kept in a dedicated storage room with reliable electricity. After a certain period (over a year or more), the samples must be destroyed. In the event of fridge failure, the samples must be destroyed immediately.

3.3.13 Animal use for veterinary instruction

Minimum Standards:

PASA prohibits animals from being harmed or euthanized for the purpose of veterinary instruction. Use of dead animals is acceptable only where there is 100% certainty that animals have unavoidably died and were not euthanized for any other purpose beyond humane care.

Live animals may be used in veterinary instruction if the procedure is a planned part of the animals' healthcare plan and approved by the sanctuary director or veterinarian.

Use of wild animals culled for population management purposes is not appropriate.

Additional Information:

The following publication is suggested text for additional reading about veterinary healthcare.

Unwin, S., Bailey, W., Boardman, W., Colin, C., Dubois, E., Fielder, J., Leendertz, F., Longley, L., Mahe, S., Magre, N., Mugisha, I., Travis, D. (2009). PASA primate veterinary health care manual (2nd Edition). PASA, Portland, Oregon USA.

The PASA Veterinary Healthcare Manual remains the only sanctuary-specific veterinary manual and should be regarded as a primary text. Online resources including the PASA Animal Health Care Google Group are also available.

3.4 Primate housing facilities

3.4.1 General facility design and construction

PASA sanctuaries vary widely in geography and resources. However, all enclosures must meet species-specific welfare needs, prioritizing space, complexity, and safety. This section outlines minimum space requirements and best practices based on the Global Federation of Animal Sanctuaries (GFAS) guidelines, specifically adapted for African primates.

3.4.1.1 Minimum Enclosure Sizes (Indoor and Outdoor)

Minimum Standards:

All indoor spaces should have at least 2 doors, off-ground sleeping platforms, and a height of 3 m (preferably 4 m for apes).

Species Group	Indoor Space (per group)	Outdoor Space (per individual)	Minimum Outdoor Size
Great Apes	18.6 m ² per pair, +4.6 m ² per additional ape	250 m ²	1,000 m ²
Baboons and other large monkeys	24 m ³ (2 m H × 3 m W × 4 m L) for up to 8 baboons, and an additional 2 m ³ for each additional baboon.	60 m ²	250 m ²
Small Monkeys	8 m ³ (2 m H × 2 m W × 2 m L) for 4 monkeys and an additional 1 m ³ for each additional monkey.	30 m ²	120 m ²

3.4.1.2 Holding Areas / Satellite Cages

Minimum Standards:

- Minimum 18.6 m² per 2 apes; +4.6 m² per additional individual
- For monkeys: 27.9–55.7 m² depending on group size
- Roofed or mesh-covered and allow visual barriers and safe staff access
- Minimum height: 2.4 m for ground-dwelling monkeys, 3.7 m for arboreal species

3.4.1.3 Design Features

Minimum Standards:

- Double-door systems are mandatory for staff entry
- Transfer tunnels (if used) must allow normal posture without crouching
- Escape routes should be incorporated in group enclosures
- Doors for apes must have dual locking mechanisms, one being a padlock
- Caregiver corridors for apes must be ≥2 m wide, or ≥3 m if open bars are used on both sides

3.4.1.4 Materials and Construction

Minimum Standards:

- Walls/Floors: Smooth-finished concrete, sealed tiles, or plastered brick
- Mesh/Wire:
 - Apes: Welded mesh ≥5 mm thick; bar spacing <8 cm

- Monkeys: Welded mesh ≥ 3 mm thick; openings small enough to prevent escape
- Chain link can be used for monkeys, not apes
- Furniture: Ropes, hammocks, platforms, and tires
- Roofing: Mesh or solid cover for indoor and shift yards
- Shade and rain shelter mandatory in all regions

3.4.1.5 Environmental Enrichment & Safety

Minimum Standards:

- Structural and environmental enrichment supporting climbing and natural behaviors
- Visual access to others is encouraged with options for separation
- Moats are discouraged due to safety risks

3.4.1.6 Water Supply

Minimum Standards:

- Bowls are discouraged
- Use automated drinking systems such as stainless steel nipples or reliable hand-delivery routines

3.4.1.7 Special Notes

Minimum Standards:

- Enclosure sizes must increase for mixed-species housing
- Consider vegetation and terrain for stimulation and shade
- Ensure designs allow access for veterinary care and transfers

3.4.2 Nursery facilities

Whether a sanctuary needs a dedicated nursery facility depends on the number of infants that are typically at the sanctuary. Quarantine and veterinary treatment facilities can act as nursery facilities when they are not used for other purposes. In the design of a nursery, key areas for consideration are a high level of sanitation (ease of waste disposal and food preparation) and security.

Minimum Standards:

Nursery facilities have a source of clean water and a means of heating water for bottles, although water can be heated in another area and brought to the nursery if necessary.

Nurseries' indoor facilities are easy to maintain and clean, and outdoor play areas are safe and not accessible to older individuals of the same or other species.

The design facilitates easy access to a bathroom (with a shower and a toilet) for staff and for the disposal of fecal and urine waste of infant primates.

Enrichment: All nursery facilities should include enrichment devices.

Nursery units include an outdoor play area separate from older animals.

Nursery units include sleeping areas for caregivers and infant apes in close proximity.

Both indoor and outdoor areas of the nursery unit are designed to allow infant apes to climb, explore and play.

See section 3.2 about enrichment.

Best Practice:

In cases where the caregiver stays with the infant overnight, a separate bed or sleeping platform should be provided that allows the caregiver to sleep comfortably while still maintaining contact with the infant.

3.4.3 Quarantine facilities

Minimum Standards:

PASA member sanctuaries have quarantine facilities that ensure spatial separation between new arrivals or individuals suspected of harboring an infectious disease and other primates.

Quarantine facilities are as far as reasonably possible from other animals.

Quarantine areas have adequate ventilation and shelter from weather inclemencies to ensure optimum conditions, especially for those more sensitive to environmental changes.

With open-air enclosures, a wall surrounds the quarantine area and effectively restricts access.

Best Practices:

Quarantine facilities should be in a separate building or enclosure with separate drainage.

Spatial separation should be a minimum of 20 meters for inside housing and 50 meters for open air enclosures.

If carrying capacity is exceeded, sanctuaries that share a common country and/or range area can communicate with each other in order to find the best quarantine option for the animal.

3.5 Emergency procedures manual

Minimum Standards:

Each PASA member sanctuary has an emergency procedures manual. All staff and volunteers are trained in the procedures and are trained in new procedures when they are revised.

Procedures include (but are not limited to) the following types of emergency situations:

- Escape of primates
- Evacuation of personnel due to war or civil unrest
- Fire
- Infectious disease outbreak
- Snake bite
- Serious illness or injury of staff or visitors to the sanctuary
- Death of key personnel
- Destruction of an enclosure
- Power outages

Best Practice:

The manual should be revised every two years.

Part 4 • Record-keeping

Minimum Standard:

PASA member sanctuaries maintain a thorough record-keeping system of administration and financial information.

Best Practices:

PASA member sanctuaries should keep the following records, wherever applicable:

General administration:

- Copy of all external correspondence;
- Copy of all memos to staff and other internal correspondence;
- Copy of all trustee/institutional meetings;
- Trust deed/NGO registration;
- Lease agreements;
- Visitor record numbers;
- Release forms and medical records from visitors/volunteers having contact with primates;
- Electronic files of all email correspondence;
- Backup file copies of all computers on a weekly basis (save to server, USB flash drives, external hard drives, etc.); and
- Records of all fixed assets, including an inventory.

Financial management:

- Bank reconciliations;
- List of all major suppliers;
- Payroll slips of all staff;
- Copies of all credit advice notes;
- Copies of all bank statements;
- Copies of all visitor admission slips, if applicable; and
- Inventory of receipt books, visitor admission books etc.

Animal management records:

- Details of how, where, and why each animal at the sanctuary was acquired;
- Logbooks/diaries on individuals;
- Receipt for individual animals from the authorities;
- Any CITES permits of those transferred internationally;
- Individual veterinary/health procedures recorded data; and
- Up-to-date photographic record of individuals.

Personnel files:

- Contracts for personnel;
- Health records of personnel;
- Personal details of personnel;
- Disciplinary letters;
- Staff Handbook;
- Annually updated photos of all staff members;

- Volunteer and researcher manual;
- Volunteer and researcher release form; and
- Volunteer and researcher personal information and medical records.

Management of sanctuary:

- Standard Operations Procedures Manual;
- Occupational Health and Safety Manual;
- Incident reports;
- Minutes of meetings with sanctuary personnel;
- Minutes of all other meetings, such as community meetings.

Part 5 • Media

Minimum Standards:

At no time should a media project at a PASA member sanctuary compromise the health, safety or welfare of the primates or the staff, and in no way should the primates be used to participate in artificial, unnatural or dangerous acts.

Any media project conducted at a PASA member sanctuary must fairly reflect the work of the sanctuary and must be in the best interests of the primates and staff at the facility.

Best Practice:

Companies conducting media projects that aim to produce content with copyrights that will not be owned by the sanctuary should pay location fees to the sanctuary.

Additional Information:

Appendix 8 of this Operations Manual suggests rights, negotiations and protocols for any media agreements. If asked, PASA will assist member sanctuaries in negotiations.

Part 6 • Photography and Video

Imagery of humans and primates interacting is important to show the work of sanctuaries and others working to protect these threatened species. However, without proper guidelines, these images and videos can promote the misguided idea that primates can be safely handled by people and even make good pets. This is not the case. To avoid giving the impression that primates would make good pets, or that it's appropriate to use them as props in photos, PASA has made the following guidelines.

Minimum Standards:

Posts of people with primates should be used to show people helping animals, such as handling them as part of their job or giving medical treatment. It should be clear from the image (without a caption) that the person is a professional. Professional

elements include wearing a uniform, wearing PPE such as a mask or gloves, and not looking directly at the camera. Photos and videos of local staff interacting with primates should be prioritized instead of volunteers.

Ideally, photos of people with primates show:

- The person wearing some type of PPE (mask, gloves, surgical gown).
- The person wearing a uniform.
- The person in the course of their work, i.e., providing care or medical treatment while not looking directly at the camera.

Unacceptable images to share:

- Primates in clothes or diapers (unless you're showing this in a negative light, e.g., smugglers arrested with a primate in clothes or a primate in clothes in a small cage).
- People posing with primates.

In special circumstances, images that do not meet all the qualifications can still be shared. Images showing rescue operations or caregivers interacting with new rescues may be shared if it doesn't look like the primate is a pet and enough context is provided. These images should be avoided if other content is readily available. An additional disclosure, caption or overlay can be added to the image or video to further explain that the primate is not a pet and the person in the image is a professional (i.e. adding #notapet to your social media post).

Sanctuaries add photo and video guidelines in contracts with any volunteers and restrict volunteers from posting content without sanctuary permission.

Please refer to Appendix 4 for human-primate photo example guidelines.

Part 7 • Research

Minimum Standards:

PASA opposes the use of non-human primates by pharmaceutical and laboratory research facilities. Therefore, PASA member sanctuaries need to very carefully consider the implications of every type of research proposal they receive and not assist with research that will in any way create the impression that a sanctuary is a surrogate laboratory.

PASA member sanctuaries may choose to be involved in non-invasive scientific research into areas such as primate welfare, conservation ecology, behavior, and cognition, as well as the collection of samples, in accordance with the following criteria:

- Research involving wild primate populations must not disrupt their behavior and ecology or risk their health. This prohibits provisioning of food and habituation of primates where risks from hunting exist now or may exist in the future.

- Research involving non-invasive biological sampling (skeletons, hair, feces and extra blood drawn during routine examinations) may be conducted at the discretion of the sanctuary but cannot be for human medical benefit.
- Primates at PASA member sanctuaries are not anesthetized or manipulated and their routines are not changed solely for the purpose of involvement in research if the study is not of direct diagnostic value to the individuals involved.
- PASA member sanctuaries must have an agreement with laboratories and/or researchers that ensure samples are used ethically. (Agreements may be PASA-wide, i.e. applicable to all sanctuary members, or arranged on an individual basis between sanctuaries and institutions.) PASA member sanctuaries ensure that the agreement specifies exactly what samples are to be used for and the laboratory/research institution must request permission to use samples for other tests. No laboratory or researcher can infect or inject other animals experimentally with infectious agents or derived from samples obtained from PASA member sanctuaries. Research that encourages non-natural behaviors is strictly limited and is only deemed acceptable when it benefits the health and captive management of the primates and is not detrimental to the individual or social group.
- Sanctuaries are responsible for having permits indicating compliance with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and to fulfill the Nagoya Protocol requirements (if needed).
- All sanctuaries (especially those working with the government) should be aware of their country's rules on research and ensure that all authorizations are in place to carry out research in their sanctuaries. Also, researchers wishing to carry out advanced research should apply to the research authorities for permission to do so, before coming to the sanctuary.
- National staff, preferably caregivers of the animals concerned, should be involved with in-house research activities to build their scientific and technical capacity.
- When appropriate, sanctuaries are advised to request the opportunity to give editorial input and/or receive credit in publications, bearing in mind the potential value of the study's conclusions and how the study may reflect on the sanctuary and its host country.

Part 8 • Human contact with primates

It should always be remembered that all people who have access to the primates at the sanctuary may pose a health or safety risk to the animals and vice versa. Therefore, the roles and management of staff, volunteers, students, temporary staff, contractors and media personnel working in animal areas and, in some cases, visitors, need careful consideration.

Minimum Standards:

Whenever direct or indirect contact is anticipated between human and non-human primates, all precautions are taken to minimize the risk of injury and disease transmission. For example, the minimum standards of occupational and health safety as set forth in Part 3.1.3 are applied to all such individuals, including volunteers.

Due to the potential for disease transmission and the safety risk, under no circumstances are children allowed to have direct contact with primates.

Contact between individuals and non-human primates is not permitted as part of advertised tourism.

Best Practice:

Due to the potential for disease transmission between human primates and non-human primates and the safety risk to both human and non-human animals, PASA strongly urges that direct contact between sanctuary animals and non-staff members be discouraged.

Recommendations:

If a PASA member sanctuary allows interaction between non-staff members and primates, it should ensure that the interaction is in the best interest of the non-human primates and facility operations; that the program does not compromise the work, goals or reputation of PASA as an organization; and that the general principles of eco-tourism are followed as per the guidelines presented throughout this manual.

PASA member sanctuaries should ensure that all staff, volunteers, researchers, and visitors who may have contact with the primates or their food, water or enclosures have complete health screens and/or risk assessments of disease hazards, including vaccinations and annual TB testing, and quarantine as recommended by local health authorities.

Part 9 • Environmental stewardship

Minimum Standards:

PASA member sanctuaries respect nature and the natural balance of life through environmental protection.

PASA member sanctuaries recognize that their work may have a direct or indirect impact on the local and/or regional environment. They are therefore committed to reducing any harm that this may cause to the environment.

PASA member sanctuaries should:

- Reduce waste.
- Reuse materials at every opportunity.
- Repair rather than throw away when possible.
- Recycle.
- Compost.

PASA member sanctuaries strive to:

- Be responsible, environmentally conscious organizations.
- Use water and energy sparingly, and where possible, use renewable energies.

- Consider environmental impacts in purchasing.
- Endeavor to work with partner organizations that are environmentally conscious.
- Reduce the need for transport and its impact on the environment.
- Where possible, trees are encouraged to be planted and limit the use of crop land by the use of by-products.

Part 10 • Education and conservation

10.1 Law enforcement

Minimum Standards:

Whenever acquiring illegally possessed or trafficked primates, PASA sanctuaries involve relevant authorities whenever possible.

When applicable, PASA member sanctuaries provide law enforcement authorities with information about illegal activity, technical assistance for confiscations, and evidence for prosecutions.

When applicable, member sanctuaries play a key role in identifying traders or dealers in the primate trade and illegal wildlife products.

PASA member sanctuaries actively raise public awareness of wildlife laws and the risks and penalties for breaking them.

PASA member sanctuaries strive to document each new arrival with as much information as possible from law enforcement authorities or the individuals who surrender the animal. Confiscation information is crucial for local, national, and international law enforcement authorities to understand and analyze the volume, trend, and patterns of the illegal trade in primates and their parts and products.

Best Practices:

When possible and appropriate, PASA member sanctuaries are encouraged to work with other NGOs (e.g. EAGLE Network) to maximize the potential for arrests, prosecutions and convictions.

When possible, PASA member sanctuaries strive to monitor the arrests and subsequent judicial proceedings of the confiscation that they are involved in to ensure that criminals are brought to justice for deterrence to reduce future crime.

10.2 Conservation policy

Minimum Standards:

PASA member sanctuaries promote biodiversity and adopt approaches that consider and integrate conservation concerns and strategies into their projects and programs.

The work of member sanctuaries benefits the conservation of the species/subspecies they care for, benefits biodiversity and conservation locally and nationally, has the support of the local and national governments and local communities, and reduces the exploitation of wildlife and habitats where the member is located.

Member sanctuaries collaborate with governmental agencies and local communities to prioritize and address conservation and biodiversity issues in their respective areas.

Member sanctuaries strive to ensure that local communities are aware of the purposes of sanctuaries and their programs, the need for conservation in general, the need to protect wild primates and their habitat, and the need to respect primates in sanctuaries and in the wild.

Member sanctuaries support PASA's conservation policy advocacy at conventions of multilateral environmental agreements (MEAs). Member sanctuaries liaise with PASA, whenever feasible, to engage their national governments to advocate for greater protection for wildlife, biodiversity, and the environment at MEAs.

Member sanctuaries collaborate with other conservation organizations working in the same country or the same local areas to maximize the conservation impact for primates and other wildlife and their habitats.

Best Practices:

PASA member sanctuaries recognize that they play a vital role in preserving the future of Africa's wildlife and wild spaces, which can only succeed through collaboration with a broad and inclusive range of partners.

Member sanctuaries should strive to be aware of and participate in long-term land-use planning with governments, companies and communities in their areas of operation and to undertake community-led conservation activities that benefit local biodiversity and wildlife. As appropriate, member sanctuaries should advocate for the highest level of protection and conservation of these areas, to avoid future conflicts.

10.3 Conservation education and communication

Minimum Standards:

When developing programs, managers of PASA member sanctuaries should consider local politics, culture, sanctuary goals, audiences, and resources that reflect local conservation needs and priorities.

PASA member sanctuaries conduct education and communication programs which:

1. Promote primate conservation.
2. Influence people's long-term attitudes and behaviors to encourage the protection of species and their habitat.

3. Are designed to create ongoing public support, influence policymakers, and foster commitment to protecting primates and their habitats.
4. Describe specific ways that the audience can contribute to the conservation of species.
5. Develop outreach discouraging poaching and wild meat consumption.

Sanctuaries demonstrate that they conduct education and communication programs by referring to specific projects, benefits to the species and their habitats, numbers of participants or other stakeholders, and evaluation procedures.

All education and communication programs are evaluated on a regular basis for effectiveness, sustainability, and content, and updated with current information. Sanctuaries use the results from monitoring and evaluations to improve the existing programs and to create new programs.

Best Practices:

Sanctuaries should have a thorough understanding of the needs of their various target audiences. A sanctuary may not be able to reach all audiences equally at all times but should use a thoughtful approach to audience selection as well as strategic program development.

- Programs should include primate conservation issues such as habitat management and pet trade, and in particular, consumption of wild meat (bushmeat), zoonotic disease concerns, species-specific information such as natural history, social structures, and unique attributes, the role of sanctuaries as frontline practitioners in conservation and in combating the illegal wildlife trade, and information about the sanctuary and about PASA.
- Education and communication should be an integral part of every sanctuary visit. Additionally, where possible, sanctuaries should participate in education and communication programs in schools and local communities and facilitate visits of local children to the sanctuary.
- Programs should clearly address diverse learning styles and needs.
- Community engagement is a central pillar to successful education and communication programs. Programs should be culturally relevant, sensitive, and respectful and be designed in consultation with community members.

Conservation education and communication should be key elements in the mission of the sanctuary and be accompanied by a written education and communication policy.

- The policy should identify specific components of the program and set out the overall methods by which these components are accomplished.
- The education/communication programs should be under the direction of a staff member who is trained or has experience in education and communication programs, and whenever feasible, is a national of the country where the sanctuary is located. In smaller sanctuaries, this role might be combined with other functions and be carried out by personnel such as the director or a senior animal caregiver.
- All sanctuaries should strive to train and employ nationals in the positions of education and communication, recognizing that these areas are culturally

embedded and sensitive and strengthening the leadership capacity of local employees.

- Education and communication personnel should be involved in the development of all displays, graphics, media, curricula, and interpretations, both online and offline, as well as all structured programs for the visiting public and outreach programs for communities.

Where possible, sanctuaries should partner with local education groups. Sanctuaries should encourage active, ongoing collaborative partnerships with community groups including indigenous and tribal communities, other informal education institutions, school districts, institutes of higher learning, other conservation organizations, local and national governmental agencies, and other organizations and individuals that can contribute to the expansion of its educational and communication dimension and accomplishment of its mission.

Additional Information:

Integration of ideas from the PASA education and engagement manual can assist with program design and delivery as well as training that augments current skills of sanctuary staff members.

The IUCN/SSC Primate Specialist Group's best practice guidelines address some critical issues in great ape conservation, e.g., survey and monitoring of great ape populations, mitigation of human-wildlife conflict, etc., and provide expert recommendations on how to address them.

Part 11 • PASA membership requirements

All PASA accredited sanctuaries will need to comply with the following requirements to remain in good standing:

1. Operate a sanctuary within Africa that houses primates (recognizing some members take care of non-primate species, with the welfare and conservation of all species considered equal).
2. Abide by national and international wildlife laws and conventions.
3. Adopt PASA's mission and policies.
4. Read and fully understand the updated PASA Operations Manual 2025 and provide a signature of review and consent within six months of receipt. Members are to comply with all minimum standards of operations and care outlined in the manual within 12 months of signature. Member accreditation is reviewed every five years, and a site visit to the sanctuary is required within each five-year period. Complaints registered against a facility will be investigated and may require a site evaluation. If it is confirmed through a reaccreditation and/or a site evaluation that a PASA member is not complying with membership requirements, sanctuaries will be contacted about correcting the issues and an inactive status of membership may be implemented.

5. A management level representative must attend and participate in the PASA Sanctuary Workshop (formally known as the SDC). If a director or manager from a sanctuary cannot attend for some reason, and there is no alternative staff member within the leadership of the sanctuary, PASA will allow for one excused absence. Consecutive absences from the workshop without consultation and approval from PASA will result in the sanctuary's loss of membership status.
6. Payment of annual dues of \$500 by each member within a calendar year is required. If a sanctuary is unable to pay, written notice to PASA must be done with a request for an extension by December 31st of said calendar year.
7. Aim to reduce and limit the environmental footprint of the facility and its activities.

Part 12 • PASA accreditation process

12.1 Introduction

PASA maintains high standards for its accredited sanctuaries for a number of reasons:

- To give prospective sanctuaries guidance for improvement.
- To ensure that accredited sanctuaries sustainably provide high-quality animal care and implement effective conservation programs.
- To uphold the Alliance as an indicator of excellence in the eyes of the wildlife conservation community, the animal welfare community, and donors worldwide.

PASA's accreditation and evaluation procedure ensures that only African primate sanctuaries that comply with PASA's policies may join the Alliance. The process assists wildlife centers in achieving their goals by providing an opportunity for independent review and validation of their efforts, and it ensures clarity, transparency and confidence in PASA.

PASA does not grant membership to individuals and will only consider applications from groups or organizations that meet the definition of a PASA member: "A PASA member sanctuary provides a safe and secure home for African primates in need. The welfare of the individuals and the preservation of the species are of prime importance. The sanctuary uses an integrated approach to conservation, which can include rehabilitation and reintroduction."

In brief, the steps of the accreditation procedure consist of:

- **Step 1: Application phase:** communication between an applicant sanctuary and PASA, submission of an application, review of the application, research on the sanctuary, and a decision about whether to proceed with an evaluation visit.
- **Step 2: Evaluation visit:** a site visit and assessment by a PASA evaluator(s), along with the preparation of an evaluation report.

- **Step 3: Decision on membership:** analysis, discussion and a vote on whether to grant membership to the applying sanctuary.

12.2 The PASA accreditation procedure

This procedure applies to the accreditation of new members and those seeking to re-establish membership following suspension of membership. The process of becoming a PASA member is outlined below:

Summary of applicant's obligations:

- Applicants must cover the expenses of an evaluation visit of their institution by one or more people. All necessary expenses for the evaluation, including the evaluators' travel, visa, accommodation, meals, are the responsibility of the sanctuary being evaluated. Costs can be as high as \$2000 USD (PASA will ensure that travel costs are minimized). As much as possible, the sanctuary should handle all financial matters during the evaluation visit (e.g. hotels, meals). It should reimburse PASA for all other necessary expenses for the evaluation.
- If approved as a member of PASA, the PASA membership dues of \$500 are payable within three months of approval. The first payment is prorated for the fraction of the year that the sanctuary is a member.

Summary of applicant's responsibilities:

- To complete the accreditation questionnaire. In submitting an application form the applicant agrees that the information provided is true and accurate.
- To provide PASA and the evaluator with all requested information and answers to questions.
- To assist PASA and the evaluator in organizing the evaluation visit (e.g. accommodation, travel).
- To ensure that, during the evaluation visit, all relevant staff members are present and available for questions.

If approved, the sanctuary must comply with PASA membership requirements to remain a member.

12.2.1 Step 1: Application phase

PASA strongly encourages sanctuaries to contact PASA when they first consider joining the Alliance to discuss the process and their expectations, and to maintain communication throughout the process. The application phase typically begins with a sanctuary requesting information regarding PASA membership. PASA responds by providing a copy of the PASA Operations Manual which contains all the necessary information for applicants, and which applicants should read. PASA encourages applicants to consider why they wish to join PASA and whether they can comply with PASA's policies and minimum standards. While an example of the application form is part of the Operations Manual in Appendix 11, a separate Microsoft Word format version is sent to facilitate electronic submission.

The application form requests information about:

Status and structure of the sanctuary
Mission, goals and strategic plan
Fundraising strategy and diversity to sustain operations budget
Veterinary care (including contraception)
Animals at the sanctuary (primate and non-primate)
Animal care (including reproduction)
Staffing (composition and numbers)
Safety and security
Conservation
Environmental Education
Research
Visitor Policy
Media Policy
Volunteer Manual

Additionally, an important part of the process is to build relationships with other PASA member organizations and develop mutual trust and understanding. An excellent way to do this is to attend PASA workshops, which non-PASA members who work in primate protection are welcome to attend at their own expense.

PASA carefully considers every application it receives and asks the applicant for clarification of the information submitted as well as additional information. PASA also researches the sanctuary, which includes contacting a number of people who have knowledge of it. The application and the additional information are shared with the PASA Welfare Committee and then with the PASA Board of Directors, which votes on whether the applicant sanctuary has sufficient potential to comply with PASA's policies and standards (as described in the Operations Manual) to warrant proceeding with an evaluation visit. A decision not to proceed with the accreditation process can save time and money for all parties concerned.

PASA will only consider new members per the updated criteria outlined below. Any sanctuary considered for new membership will be required to meet at least **TWO** or more of the criteria outlined below:

1. A sanctuary demonstrates an eagerness to share within the Alliance and has a demonstrated track record of solution-oriented conservation activities as opposed to a predominantly research focus.
2. A strategically strong sanctuary located in a country within Africa currently without an existing PASA sanctuary or within a key transit route or range country.
3. A sanctuary that offers care for a primate species not currently represented within the Alliance.

In addition, the decision is based on certain criteria including:

- Applicant must actively demonstrate a commitment to PASA's mission.
- Applicant must adopt PASA's policies.
- Applicant must meet all minimum standards.
- Applicant must be cooperative and make a positive impression when communicating with PASA.
- Applicant must have a positive attitude towards improvement.

If a sanctuary is denied membership in the application phase, PASA will inform the facility of the decision through an explanatory email. The sanctuary is welcome to submit another application in the future. PASA will continue to work with the sanctuary to encourage efforts to improve animal care and operations.

If the PASA Board of Directors approves proceeding with the evaluation visit, PASA will inform the applicant.

12.2.2 Step 2: Evaluation visit

The evaluation involves a thorough review of facilities and operational procedures of the applicant by a suitably qualified evaluator(s). PASA selects the evaluator(s) of a facility from the pool of all PASA evaluators based on their relevant background and skills to assess the facility in question. The sanctuary is informed of the PASA evaluator(s) to be sent to their facility and if they have a reasonable justification as to why that person is not suitable, an alternative evaluator will be chosen.

12.2.2.1 Criteria for PASA evaluators:

- Are fully cognizant and supportive of PASA's mission, policies, minimum standards, and best practices.
- Have substantial experience in Africa, in management, and in veterinary care.
- Have a good knowledge of the English language (both written and spoken) and in some cases a second language relevant to the country being visited (e.g., French, Kiswahili, or Portuguese).
- Are impartial regarding the particular institution to be evaluated. Evaluators should be reviewed for conflict-of-interest and should not have employment history with the sanctuary they are evaluating.
- Are not currently directors or managers of PASA member organizations.

Evaluators are approved by PASA and its member organizations in advance of evaluation visits. Evaluators conduct site evaluations on a voluntary basis without compensation. However, expenses such as flights and accommodation are covered at the expense of PASA.

In addition to the evaluator, PASA may choose to send an advisor(s) who are specialists in areas in which the sanctuary should improve.

12.2.2.2 Preparation for the evaluation

The size and characteristics of the applicant facility will dictate the duration of an evaluation, but a minimum of three days is typically necessary.

If there is more than one evaluator, PASA will designate a lead evaluator. PASA introduces the applicant facility and evaluator(s) by email. A time period for the evaluation is agreed upon between the sanctuary and the evaluator. It is important to ensure that sanctuary management and other relevant persons are available during the evaluation. Once a time frame has been agreed, the logistics of travel and accommodation are left to the evaluator to organize with the facility, although PASA must be kept informed of all arrangements.

The evaluator is responsible for determining if it is safe to travel to the country in question (which should also be reassessed immediately prior to departure), arranging a visa if one is needed, and obtaining relevant insurance.

Prior to the evaluation, PASA will give the evaluator all the relevant available information such as the completed application form and attachments. The applicant may be requested to update certain information (e.g. animal inventory list) as some information may be outdated by the time of the evaluation visit. PASA will also give the evaluator a site evaluation questionnaire (Appendix 15) which they should complete during the visit and provide additional details as appropriate. Evaluators are requested to re-familiarize themselves with PASA's mission statement, policies, minimum standards and best practices, and take copies with them on the visit.

12.2.2.3 Evaluation visit costs

All necessary expenses of the evaluation visit are paid by the new applicant. These can include (but are not limited to):

- Travel costs: flight tickets (international and domestic), car rental, fuel costs, parking fees, taxi rides, bus and train tickets, etc.
- Accommodation
- Food and drinks (non-alcoholic drinks only)
- Visa
- Insurance

Before making travel arrangements, the evaluator estimates the costs, informs the sanctuary and PASA, and receives agreement from the sanctuary to pay the estimated costs. The evaluator keeps detailed records of all expenses incurred, with receipts whenever possible, and submits these to PASA within two weeks after returning from the visit. Where possible, the applicant will cover all in-country costs. PASA reimburses the evaluator for the remaining necessary costs for the evaluation, and the sanctuary reimburses PASA. All reimbursements are settled within two weeks after submission of the receipts and records of expenses.

Sanctuaries are often aware of economical airlines and routes and furthermore may be able to personally accommodate the PASA evaluator. Therefore, PASA requests that the evaluator coordinates with the applicant to ensure that costs are kept to a minimum. It is important that accommodation organized for the evaluator is considered safe and secure.

12.2.2.4 The evaluation visit

The evaluation visit begins with an introduction of all parties including the director of the facility, after which the evaluator explains the goal of the visit.

The evaluator then tours the premises of the institution, including off-site areas such as food storage and preparation, quarantine, and vet clinic. During this tour, relevant staff members accompany the evaluator to answer any questions. The evaluator takes photographs of anything noteworthy or unusual. If there are multiple evaluators, it is advisable that all conduct the tour at the same time to facilitate comparison of impressions and opinions.

After this general survey, the evaluator meets with relevant staff members to discuss matters that could not be observed during the tour (e.g. conservation efforts, environmental education and research activities, veterinary and safety procedures, community-based programs, record keeping, and strategic plans).

The evaluator also takes an unaccompanied tour of the facility if possible (e.g., with a release site this may not be appropriate or possible) and shadows staff in their daily routine activities.

The evaluator completes the evaluation questionnaire and meets again with the director and relevant staff of the facility to discuss any matters that need clarification and that the evaluator believes are clearly in need of improvement. After this final meeting, the evaluator can depart. The evaluator does not inform the director or staff of the sanctuary if they are successful in their application to become a member of PASA.

Appendix 9 contains detailed guidelines for evaluators.

12.2.2.5 Evaluation visit report

Within two weeks of returning from the visit, the evaluator submits to PASA an evaluation report which consists of the completed site evaluation questionnaire (Appendix 15 of the Operations Manual), photographs, and any relevant additional information. If there is more than one evaluator, the lead evaluator will collate all information and submit it on behalf of all evaluators. All evaluators are expected to use the questionnaire to maintain conformity, although additional sheets can be attached if deemed necessary. PASA may request additional information, and the evaluator may need to contact the sanctuary for the information in question.

If a facility does not comply with PASA's policies and minimum standards, the evaluator's report details what areas do and do not comply and provides a suggested prioritized list of improvements for the applicant to make to become compliant.

12.2.3 Step 3: Decision on membership

The PASA Board of Directors reviews the completed evaluation report and may request additional information relevant to the decision of membership that is not in the report. The Board discusses the report and the application, and votes on approval of the sanctuary for PASA membership based on whether the sanctuary complies with PASA's policies and minimum standards (as described in the Operations Manual).

Any New Member candidate sanctuaries will have their social media and other media reviewed to ensure they adhere to the guidelines outlined in the PASA Operations Manual.

If the sanctuary is approved, the Board may recommend that the sanctuary make certain changes within a timeframe. If the sanctuary is not approved, the Board recommends changes that may qualify the sanctuary for approval in the future. PASA then notifies the sanctuary of the decision. If membership is approved, the sanctuary is also sent a certificate that names the facility as a member of PASA. PASA

members are requested to display the certificate and notify relevant government agency/ies that they have been approved to be members of PASA.

New PASA members pay the annual membership dues within three months of being issued membership.

Part 13 • PASA Re-accreditation Process

Member accreditation is reviewed every five years, and a site visit to the sanctuary is required within each five-year period. PASA will cover the cost of the site visit and will follow the same processes as the steps outlined above for site visit evaluations.

During the renewal of a sanctuary's accreditation, sanctuaries will be asked to submit a Reaccreditation Questionnaire (which can be found in Appendix 13 of the Operations Manual). The following documents will also be requested and sent to PASA prior to their site visit:

- Organizational chart (organogram/org chart).
- Animal list.
- List of group composition, including species, age, sex, and number of individuals in each group, and type and size of housing for each group.

If the Welfare Committee is satisfied that the facility has met all renewal criteria, the Welfare Committee will recommend the facility be Reaccredited. The Welfare Committee may identify areas of concern or challenges noted during the site visit that the sanctuaries will be notified of and recommended to improve to align with PASA standards. These concerns or challenges and proof of improvement by the sanctuary will be noted for their following reaccreditation renewal. The Welfare Committee's recommendation will be submitted to the PASA Board of Directors for final approval of accreditation status. The sanctuary will be notified of their accreditation status in writing upon the Board's decision.

13.1 Failure to comply with PASA Requirements

A lack of compliance with any one of the above requirements will lead to an inactive PASA membership status for 12 months. PASA members that do not comply with PASA requirements will be notified in writing of their inactive status. The written notice will also indicate the specific non-compliance concerns that need to be addressed within a 12-month timeframe. A compliance plan will be provided by PASA and the PASA Welfare Committee to assist the sanctuary in meeting compliance. If an inactive PASA member does not act to correct a noted concern or concerns per the compliance plan within 12 months of written notification, membership will be suspended.

As an inactive PASA member, the following will apply:

1. Forfeit position as a sanctuary representative on the PASA Board,

2. PASA's assistance will be provided under the Primate Care Training (PCT) program. Expertise can be provided to help with compliance with the concerns. PASA cannot provide direct funding outside of the PCT program.
3. PASA will not provide financial support for attendance at PASA workshops.
4. PASA will not provide fundraising assistance for the sanctuary through staff efforts (though the public will still be able to donate to the sanctuary through the PASA website).
5. PASA will not provide letters of support for the sanctuary

Over the 12-month inactive period, PASA will maintain communication and guidance with an inactive member to assist with compliance. Quarterly check ins will take place to determine progress and needs to meet compliance. Within the 6-12-month window of the inactive timeframe, PASA may send an approved evaluator to do a follow-up site visit.

Inactive members will not be required to pay annual dues within their 12-month inactive status.

13.2 Appeal Process

Sanctuaries may submit a written appeal to the PASA Board of Directors within 30 days of receipt of the written inactive status notification and noting of compliance requirement concerns. The written appeal should list the compliance requirement in question with a detailed explanation including:

- Why the item is being questioned
- How the sanctuary is either:
 - meeting the Standard;
 - implementing or proposing an alternative with similar benefit/outcome; OR
 - believes the Standard is not applicable and/or appropriate to its situation.

The PASA Board in conjunction with the PASA Welfare Committee will thoroughly review the sanctuary's appeal and will make a decision within 30 days of receipt of the appeal letter. The PASA Board decision may determine modification, removal or maintained standing of the concern from the list of compliance requirements. The PASA Board shall deliver notification of this final decision, in writing, within 30 days of receiving a written appeal.

Part 14 • PASA Policy on Suspension of Accreditation Status

If an inactive member does not show progress in complying within 12 months with the corrections required and outlined in the compliance plan, the member's status may be moved to suspension. Decisions to suspend accreditation will be made by a vote of the PASA Board of Directors upon recommendation by the PASA Welfare Committee. Suspension of a member sanctuary may also occur in circumstances including, but not limited to, the following:

- The sanctuary refuses a site visit from PASA.
- PASA has received a serious complaint about the organization, and the organization either fails to respond to notice from PASA about the complaint or to cooperate in an investigation of the complaint.
- PASA has learned that the organization has been cited by a national, state/province or local authority for noncompliance with legal or regulatory requirements.
- The sanctuary has been without the services of a permanent Director/Manager in situ for 12 months or longer.
- The sanctuary is without the services of a sufficient number of qualified and trained personnel to provide humane care and ensure human and animal safety, at a level commensurate with PASA Operations Manual standards.
- As noted above, an inactive sanctuary member does not comply with corrections required to be made within a timeframe of 12 months according to the compliance plan provided by PASA.

Suspension of a PASA member will be notified in writing, and the actions taken will include

1. Sanctuary must remove all reference to PASA accreditation, including the PASA logo, from its website and written materials (including materials used for fundraising).
2. PASA will remove the sanctuary's page from the PASA website and letterhead.
3. PASA will not provide any financial support to the sanctuary in any way.
4. PASA will not support fundraising for the sanctuary through the PASA website or staff efforts.
5. PASA will remove the sanctuary from all PASA lists and workshop invitations.

Reinstatement of Accredited Status

If a sanctuary's PASA status has been suspended, PASA will reinstate its status upon receiving evidence from the sanctuary that it has made substantial progress under the compliance plan that has been approved by the PASA Welfare Committee. Sanctuaries have a maximum of 12 months/one (1) year from the written notification of suspension from PASA to comply with changes and corrections required in the compliance plan. A site evaluation with approved re-accreditation will be required prior to reinstatement.

Part 15 • PASA members in a State of Crisis

When a PASA member sanctuary faces a threat to its existence, PASA may (at its own discretion) determine that the sanctuary is in a "State of Crisis." While PASA is dedicated to ensuring the sustainability of all its members, it may take extraordinary measures to support sanctuaries in a State of Crisis such as providing emergency grants of larger amounts or more frequently than is specified by PASA's guidelines for emergency support.

Additionally, PASA acknowledges that members in a State of Crisis may be temporarily unable to comply with PASA's minimum standards and policies and may be temporarily unprepared for re-accreditation. In these cases, rather than suspending the sanctuary's membership, PASA may choose to postpone re-accreditation until a later date, with the requirement that the sanctuary has a viable plan for becoming compliant with standards and policies and becoming prepared for re-accreditation. If the sanctuary does not comply by the chosen date, PASA may temporarily suspend or revoke its membership or take other measures it deems appropriate.

Appendix 1 • PASA Code of Conduct; member/staff

As a PASA member sanctuary, maintaining a respectful working relationship and environment is a fundamental responsibility. This Code of Conduct serves as a framework to ensure that all PASA members and PASA staff members are treated with dignity and are not subjected to any form of abuse, harassment, or misconduct.

Examples of Prohibited Behaviors

- Abusive language or behavior towards a PASA member or PASA staff member.
- Consistent discourtesy or rudeness to a fellow PASA member or PASA staff member.
- Verbal, physical, visual or written harassment of a PASA member or PASA staff member.

By signing this Code of Conduct, compliance is agreed. If a member sanctuary fails to act in compliance with this Code of Conduct, they may be subject to suspended membership status.

Name:

Signature:

Date:

Appendix 2 • PASA Code of Conduct; member sanctuary volunteers and staff

As a PASA member sanctuary, maintaining a safe, respectful, and inclusive working and volunteer environment is a fundamental responsibility. The well-being of all individuals involved is essential to upholding PASA's mission of providing high quality care to primates. This Code of Conduct serves as a framework to ensure that all participants in PASA sanctuary programs are treated with dignity and are not subjected to any form of abuse, harassment, or misconduct.

Creating a culture of respect and professionalism not only enhances workplace morale but also strengthens the effectiveness of sanctuary operations. Ensuring a safe and supportive environment encourages collaboration, accountability, and ethical behavior among all individuals working toward the shared goal of primate protection and conservation.

In cases where disputes or conflicts arise, PASA is committed to promoting fair resolution processes. As part of this commitment, PASA offers independent mediation options that sanctuaries may employ at their own cost if necessary. These mediation services aim to facilitate open communication, conflict resolution, and the restoration of a positive working environment while maintaining the integrity of the sanctuary and the well-being of all involved.

Examples of Prohibited Behaviors

- Systemic abusive language or behavior towards a sanctuary volunteer, staff or visitor.
- Physical harassment of a sanctuary volunteer, staff or visitor.
- Actual or threatened violence toward a sanctuary volunteer, staff or visitor.
- Threatening conduct which may endanger the life, safety, health or well-being of others or animals on a sanctuary premises.

By signing this Code of Conduct, compliance is agreed. If a member sanctuary opts not to sign, PASA reserves the right to refuse the member the service of posting or recruiting volunteer, employee, and other job positions.

Name:

Signature:

Date:

Appendix 3 • Table of Commonly Used Disinfectants

family	brand name	dilution	use	contact time	comments
Chlorines	Sodium Hypochlorite Bleach	2-10% solution	Hard surfaces	10 minutes	Corrosive and irritant to mucous membranes. Must be well rinsed.
Quaternary ammonium compounds	Ark-klens Roccal-D Parvosol F10 SC Anistel	0.5-1%	Hard surfaces, rubber equipment, instrumental. At adequate dilution, can be used as aerosol /bath to treat the environment when animals are in place.	5-10 minutes	
Phenolic compounds	Lysol Synphenol-3	Look into data sheet	Hard surfaces, footbaths, floors, laundry rinse	10 minutes	Irritating and corrosive to skin, needs to be well rinsed
Peroxigen	Virkons	0,5%	Hard surfaces, equipment, Vehicles, airborne disinfection, water supply systems	10 sc	

Appendix 4 • Human-primate Photo Examples

Three core guidelines:
PPE, Uniform/official attire, Not posed

Meets all three guidelines



Meets some of the guidelines



Does not meet minimum standards



Appendix 5 • Siddle-Marsden Award

The PASA Siddle-Marsden Award was created to honor sanctuary pioneers David Siddle and Stella Brewer Marsden. The award is given annually to an African staff member at a PASA member sanctuary who exemplifies a commitment to primates, a commitment to conservation, and a commitment to excellence.

Each PASA member sanctuary may nominate one staff member. Each nominee must be an African national and must be employed by the sanctuary. Volunteers and expatriates are ineligible.

To nominate a staff member, sanctuary directors are requested to state in 500 words or less how the nominee exemplifies a commitment to primates, a commitment to conservation, and a commitment to excellence, and submit a recent photo of the nominee.

PASA selects one winner each year and makes an announcement at PASA's annual Sanctuary Workshop. The winner receives an engraved plaque and US\$500 monetary award (for personal use) and is invited to attend the conference.

By submitting the application, the PASA member sanctuary acknowledges, understands and agrees that PASA will publicize the winner of the PASA Siddle-Marsden Award, including the name of the sanctuary and related information.

Appendix 6 • Emergency Support Program

The Pan African Sanctuary Alliance (PASA) Emergency Support Program (formerly known as the Crisis Fund) was developed to provide an immediate means of addressing urgent needs in PASA member sanctuaries that compromise the normal operations of the facility and/or threaten the health and welfare of the primates and/or staff.

The program is primarily designed to counter extraordinary circumstances brought on by natural disasters, disease outbreaks, or events beyond the scope of day-to-day operations.

Due to the nature of the emergencies, PASA member sanctuaries seeking emergency grants are not required to submit a full proposal, but they must complete and submit the application form on the following page. PASA assesses each request and is committed to provide a response as quickly as reasonably possible. Sanctuaries that receive funding from PASA's Emergency Support Program must report the outcome of the emergency situation within three months of receiving the funds.

No PASA member sanctuary may receive funds from PASA's Emergency Support Program more than once in a 12-month period. An application may be submitted at any time. Awards are normally restricted to a maximum of US\$5,000.

PASA Emergency Support Program • Application Form

2. Name of sanctuary:
3. Contact details:
4. Title of project or need:
5. Audience targeted:
6. Briefly describe the situation:
7. Why is this deemed an emergency situation?
8. What is the solution to the situation, or what intervention is planned to solve it?
9. What is the expected start date and end date of the solution or intervention?
10. What will happen if the solution or intervention is not carried out?
11. What support is requested from PASA? (For example, identifying specialists, arranging for specialists to visit the sanctuary, or providing an emergency grant.)
12. How will support from PASA help you to solve the emergency?
13. If you request a grant, how will grant funds be used? Provide a simple budget.
14. Total cost of solution or intervention to solve the emergency:
15. Amount of money requested from PASA (if any):
16. Other funding sources:
17. Other organizations/partners involved:

By submitting this application, the PASA member sanctuary acknowledges, understands and agrees that PASA may, at its discretion, publicize the PASA Emergency Support Program grant award recipients, including the name of the sanctuary and project information.

Appendix 7 • Template Contract Agreement

Between:

Sanctuary/Organization Name

And:

(Hereinafter referred to as "Consultant")

Date:

1. Purpose of the Study

This section should highlight the purpose and primary objective of the study being conducted on sanctuary land.

2. Ownership of Data

Example: "All data collected during the study, including but not limited to images, recordings and any related findings, shall remain the sole property of [Sanctuary/Organization Name]. The Consultant acknowledges that [Sanctuary/Organization Name] retains all rights to such data."

3. Publication and Sharing of Data

Example: "After [Purpose of Study], the consultants agree to return all the data to [Sanctuary/Organization Name]. The Consultant may use the data for [Primary Objective], but may not advertise, sell or otherwise commercialize the data. The Consultant agrees that no data or findings from this study will be published or shared publicly in any form without prior written permission from [Sanctuary/Organization Name]. Any requests for publication must be submitted to [Sanctuary/Organization Name] for review and approval."

4. Duration of Agreement

This agreement will commence on the date signed below and will remain in force until the completion of the study and the return of all collected data to [Sanctuary/Organization Name].

Signatures

Sanctuary/Organization Name:

Consultant:

This contract is intended to be a legally binding agreement and outlines the responsibilities and rights of both parties involved in this collaboration.

Appendix 8 • PASA filming protocol

The following information is presented to facilitate and guide the negotiation process with media companies and was designed in partnership with Roberto Garcia-Roa Photography.

Stage 1: Preparation/pre-filming

- Assess whether the film/series has the kind of content you wish to be associated with;
- Assess the requirements of the film crew/media team, e.g., what do they want, for how long, who do they need to contribute/interview, what else do they need (especially with reference to community involvement or filming outside of the main remit of the sanctuary program);
- Clarify and confirm dates, logistics, and personnel they need;
- Confirm the channel, program or network the series/film will be shown on and the language it will be shared in;
- Review the media goals and ensure you are aligned on the scope of the project;
- Confirm the shot list;
- Negotiate a contract that both parties agree upon and sign.

Stage 2: Preparation/pre-production

- Agree on a budget based upon the requirements, the timespan and the reach of the brand or individual; Large production companies may be able to afford more and have a large audience to share, but a single individual on social media can have millions of followers. Smaller media outlets with a specific conservation focus might have an audience more willing to donate, which would also add value. Arrangements can also be made to share ownership of images or footage which would add long term value and use to the sanctuary. These could be specified in the contract and decrease the rate for the budget.
- Among the items to consider as part of this agreement are:
 - Filming permission to film your sanctuary;
 - Filming permission to film your staff;
 - X amount of time for coordination with production team before filming (this will include any coordination with local communities for filming);
 - X amount of time for you during filming;
 - X amount of time for your staff during filming;
 - X amount for accommodation and food;
 - X amount for vehicles, fuel and logistics;
 - X amount for anything else; office support etc., they will use; film permit (if required).
- If possible (and in the case for larger production companies such as National Geographic and BBC), the contract/agreement must state that the fee is for this one series/program only and if the footage is used in the future then a further fee has to be negotiated. The sanctuary is not only providing logistics

but access to knowledge, practice and research accumulated over many years, so this is what is being paid for;

- Note that independent journalists may not know in advance where or when their media will be published;
- Any further sale or distribution via another medium (movies, books, etc.) requires a separate fee and must be negotiated;
- Ensure you share in writing the terms and conditions for media presence at the sanctuary and around enclosures concerning the protection of the animals, any sensitive research, and damage to property;
- Consider including in the contract that it is forbidden to share content featuring any members of the photo or video crew with the animals. The focus should be on the sanctuaries and the animals, not the media. Exceptions can be made for behind-the-scenes content, but only if it has been previously agreed upon with the sanctuary.
- The sanctuary should request that it receives a minimum two copies of the film and the right to share the film to raise awareness and funds for the sanctuary;
- A 50% deposit on all agreed fees must be delivered to the sanctuary/bank prior to the start of filming, with the remaining 50% to be paid within 30 days of completion of filming.

Stage 3: Production/filming

- No work is to start or film crew to arrive without the contract being signed and the deposit paid up-front; these fees are also non-refundable if the crew does not arrive as a lot of coordination work will have taken place beforehand.

Stage 4: Production/post-production

- Request a credit or acknowledgement regarding where the film is taking place in the footage (it can be by filming the sanctuary sign, in voice-over, etc.);
- Request a sanctuary credit at the end of the film, a link to the sanctuary website and any collaborating organization;
- Request that the sanctuary website be linked from any network or production company website for the program.

Several items should be considered in the terms of a contract. These include:

- Control of the final product;
- Control of the final edit;
- Control of final images;
- Control of resale;
- Understanding of narrative;
- Ownership of unused footage.

Appendix 9 • Guidelines for accreditation evaluators

Pre-evaluation

- Evaluators are expected to be well-informed about the contents of the PASA Operations Manual.
- Evaluators are expected to read the materials about the applicant institution that PASA sends them well before the evaluation visit.
- Evaluators should organize travel and accommodation with the applicant and keep PASA informed of all arrangements.
- Evaluators determine if it is safe to travel to the country in question (which should also be reassessed immediately prior to departure), arrange a visa if one is needed, obtain insurance, etc.
- Evaluators should coordinate the visit with the applicant to ensure that costs are kept to a minimum.
- Evaluators should receive agreement from the applicant to the specified costs in advance of travel.
- Evaluators should provide PASA with an estimate of costs to be incurred.

Evaluation: general considerations

- Evaluators must be objective during the evaluation process.
- Evaluators should become informed of relevant national legislation.
- Evaluators should start the visit by explaining the evaluation process to the director and relevant staff of the sanctuary.
- Evaluators should tour the sanctuary (including off-site areas such as food storage and preparation, quarantine, vet clinic) and take photographs of anything noteworthy. During the tour, relevant staff should accompany the evaluators to answer any questions.
- Evaluators should conduct interviews with key staff in private, without the presence of other staff. If the number of animal care staff at an institution is too large to allow for individual interviews, evaluators should speak with animal care staff as a group and encourage them to speak freely.
- Evaluators should meet with relevant staff members to discuss matters that could not be observed during the tour (e.g. conservation efforts, environmental education and research activities, veterinary and safety procedures, record keeping, financial planning, and strategic planning).
- Evaluators should take an unaccompanied tour of the sanctuary (if possible) and also shadow staff in their daily routine activities.
- Evaluators should ask questions of individual staff when touring the sanctuary.
- It is extremely important that evaluators take photographs and that the photographs present an accurate overview of the physical institution as it exists. Photographs should include all parts of the institution, both the positive and problem areas (if any). The photos should be included in the evaluation report.

- While future plans should be considered in a general sense, evaluators must judge facilities based on what exists at the time of the evaluation and not on what is planned for the future.
- After the evaluation, evaluators should meet with the director and relevant staff to discuss matters that may need clarification.
- PASA relies on the evaluators to provide a clear picture of the sanctuary and therefore the report should include both positive and negative (if any) observations.
- Evaluators do not inform the sanctuary if they are successful in their application. They may discuss areas that they believe are obviously in need of improvement.
- If the applicant asks the evaluators for ideas on any problems, they may offer their opinion, but it should be clearly stated that it is their opinion based on their knowledge and experience and should not be considered as a recommendation of PASA.
- Evaluators should ensure that the site evaluation questionnaire is completed in full. The final version submitted to PASA should be typed.
- Evaluators should keep detailed records of all expenses incurred with receipts whenever possible.
- Preferably, the newly applying sanctuary should directly pay all in-country expenses. However, PASA will reimburse the evaluators for other costs and will in turn be reimbursed by the sanctuary.

Evaluation: specific considerations

When evaluating a sanctuary, evaluators should consider the definition of a PASA sanctuary:

“A PASA member sanctuary provides a safe and secure home for African primates in need. The welfare of the individuals and the preservation of the species are of prime importance. The sanctuary uses an integrated approach to conservation, which can include rehabilitation and reintroduction.”

The main focal areas for evaluating a sanctuary

1. Sanctuary management and general operations

Evaluators should:

General management

- Determine if the institution has a strategic plan to guide its development. Examine any strategic and management plans.
- Ask what other programs are being developed or are already in place, and determine if they are on schedule, being followed, etc.
- Check if actual management practices are in line with PASA’s policies including: animal acquisition, housing and animal care, reproduction, euthanasia and release/reintroduction.
- Determine if the sanctuary has animal contact activities: review sanctuary policy for animal and public safety, and view the animals, and public contact areas.

- Attempt to view the facilities from the public's perspective. Are the buildings and grounds well-kept? Are trash receptacles and trash collection sufficient?

Safety and security

- Check if the security program employed is sufficient to provide appropriate protection for the animals, staff, volunteers, and the visiting public.
- Check if procedures are in place to reduce the risk of injury by potentially dangerous animals. Review any emergency procedures.
- Check if facilities that house venomous animals have an appropriate supply of sera available and that there are policies/procedures in place for the safe handling of those animals.
- Determine when the most recent escaped animal drill was conducted.
- Determine if escape procedures are posted in animal backup areas and if staff understand safety and escape procedures.
- Review the files on the most recent safety incidents (e.g., escapes, accidents, injuries, attacks, public problems).
- Determine if the enclosures are safe for the animals, the staff and the public.
- Verify that adequate security is provided for the animals both day and night.
- Determine that any fencing (enclosures and perimeter) is intact and in good condition.

Financial information

- Determine financial stability of the sanctuary and review the availability of long-term revenue, contingency plans, reserve funds, emergency funds, and financial records.

Government authority

- Determine the levels of control on the part of the government authority (appropriate or inappropriate).
- Determine the government authorities' role in the day-to-day management of the institution, including staff and programs.
- Evaluate the relationship between the government authority and the director.

Staffing

- Determine if the sanctuary is maintaining a staff sufficient in qualification and number, as a key element of an institution's successful operation is getting this balance right. Also evaluate effective communication, working relationships, and training.
- Become familiar with the qualifications of staff and review job descriptions.
- Casually talk to staff about their responsibilities.
- Discuss with management its relationship with staff, including problems and proposed solutions.
- Discuss with individual staff their relationships with other sanctuary personnel (including founders, management, animal care staff, and volunteers), including any problems (and assure them that their names will not be used).
- If possible, meet with each animal care staff member individually. If this is not possible due to the number of staff, meet with some animal care staff individually and also meet with all of them in one large group without other personnel present. Discuss relationships with other sanctuary personnel

(including founders, management, animal care staff, and volunteers), including any problems (and assure them that their names will not be used).

- Evaluate staff training for detail, frequency, and appropriateness.
- Determine if appropriate support is available for staff travel and participation in PASA meetings and training.
- If the sanctuary has a volunteer program, determine its benefits to the sanctuary. Talk to volunteers. Identify past problems, current problems, and potential problems. Learn what is being done to address current and potential problems.

Support groups

- Ask the director about support groups, such as fundraising groups and registered nonprofits in other countries, their relationships with the sanctuary, and the benefits and problems of the groups.
- If no support groups exist, discuss whether they might be helpful.

2. Primate care

Pay close attention to the size and nature of the enclosures. Note whether the physical and psychological well-being of the animals is being met.

- Examine all animals in the sanctuary's care, including those not located at the main site.
- Haphazardly select animal records to check if they are up to date.
- Ensure that animal diets are of a quality and quantity suitable for each animal's nutritional and psychological needs. Examine animal diets, food coolers, freezers, etc.
- Look for signs of pests and determine what kind of pest control solutions are being utilized.
- Check if animals are provided with sufficient shade and shelter in outdoor enclosures.
- Check if there is adequate ventilation and light in buildings and holding areas.
- Check if animals have access to water. Check the method of delivery and frequency.
- Check if species are maintained in numbers sufficient to meet their social and behavioral needs.
- Check if there is appropriate enrichment on a regular and frequent basis.
- Check if enclosures are of sufficient size and nature to provide for the psychological and physical well-being of each species.
- Review the maintenance program, storage, and equipment. Evaluate how the overall grounds look.
- Consider the overall condition, suitability, and appearance of enclosures, including whether they are in good condition and whether they represent modern animal care practices and philosophies.
- Check if the animal care facilities meet or exceed all PASA standards.
- Ascertain if the sanctuary is engaged in reintroduction, and if so, examine their reintroduction policy and actual reintroduction management practice.

3. Veterinary and human health and welfare

The sanctuary's animal health care program must be under the direction (on-site or remotely) of a suitably qualified veterinarian. An appropriate number of persons must be employed in the animal health care program and the extent of professional services provided must be judged adequately for that particular sanctuary. Evaluators should:

- Determine if the institution follows the guidelines of the PASA Operations Manual and Veterinary Healthcare Manual.
- Check the animal record-keeping system, including whether it is adequate and current. Haphazardly pull medical records for review.
- Determine if the animal health care program is sufficiently staffed.
- Determine if the extent of veterinary services provided for the animals is sufficient.
- Evaluate quarantine procedures and their implementation.
- Check emergency procedures. Ask various staff to explain the procedure for retrieving an escaped animal.
- Review drug emergency protocol including locked areas, authorized staff, etc.
- Confirm that policies and procedures for handling venomous animals are adequate.
- Check health care policy and program for sanctuary staff.

4. Education, outreach, community engagement, and community development

Education must be an element in the visit of the sanctuary, and all institutions must have an education program. Evaluators should:

- Ask about all of the sanctuary's education, outreach, community engagement, and community development programs, including at the sanctuary and elsewhere, for children and adults, and locally and on a larger scale.
- Review the number and experience of staff dedicated to and/or involved with each education and outreach program.
- Ask how the sanctuary monitors and evaluates each program, and whether each program is meeting its objectives.
- If the sanctuary conducts community-based programs, ask how the staff engages communities and how members of the communities provide input and feedback about the programs.
- Find out how the education messages are conveyed to the casual visitor at the sanctuary.
- Examine publications, brochures, and other printed material.
- View any teaching areas at the sanctuary.
- Check if signage and graphics contain appropriate information and are in good condition.
- Ask about the availability of funds allocated to each education and outreach program.
- If animals are being used in off-site situations, review the program to determine if it is appropriate.
- Evaluate staff training and support for education programs.

- Determine who develops and designs the sanctuary's education and outreach programs and materials.

5. Other programs/activities

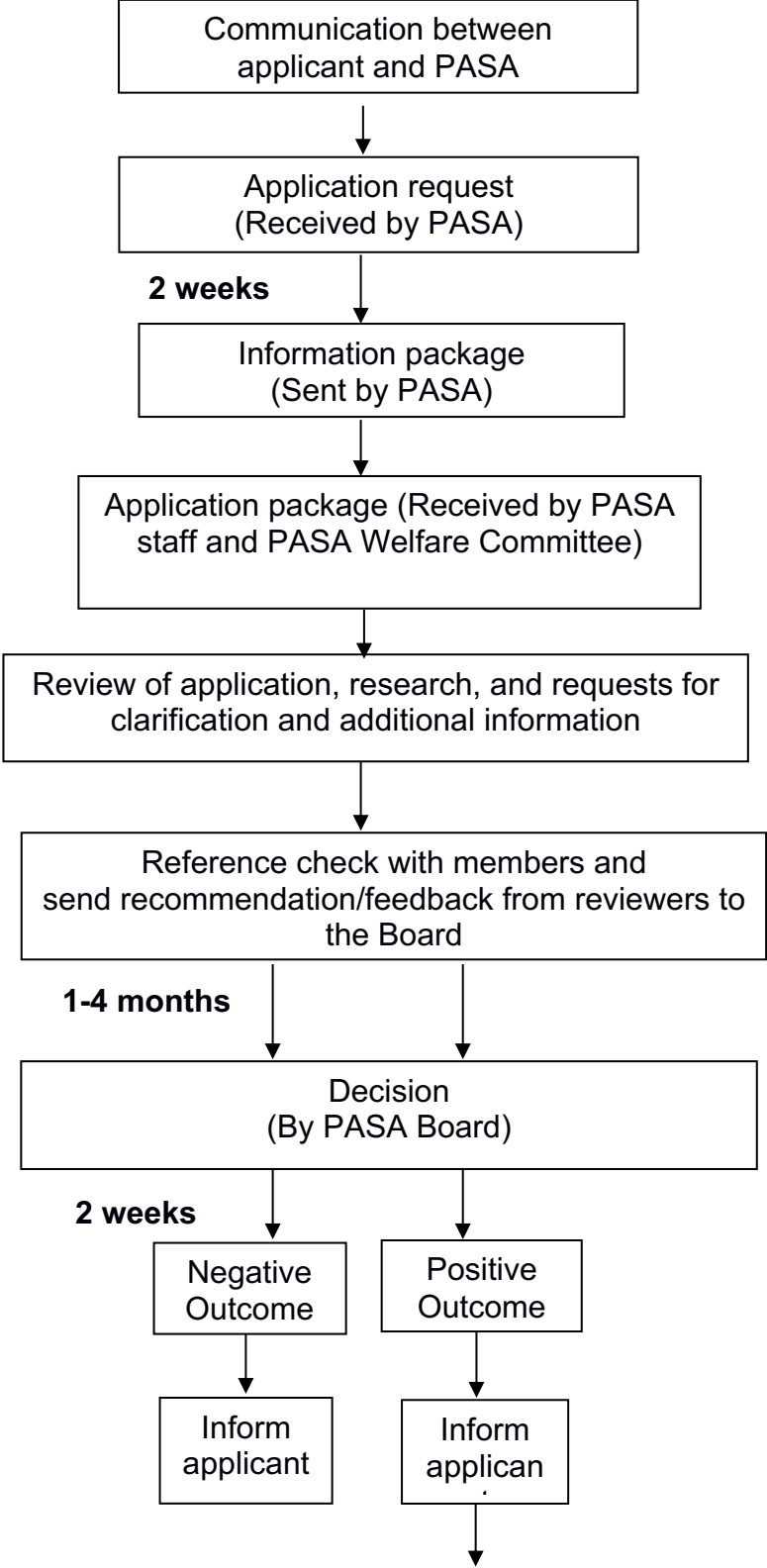
Evaluators should:

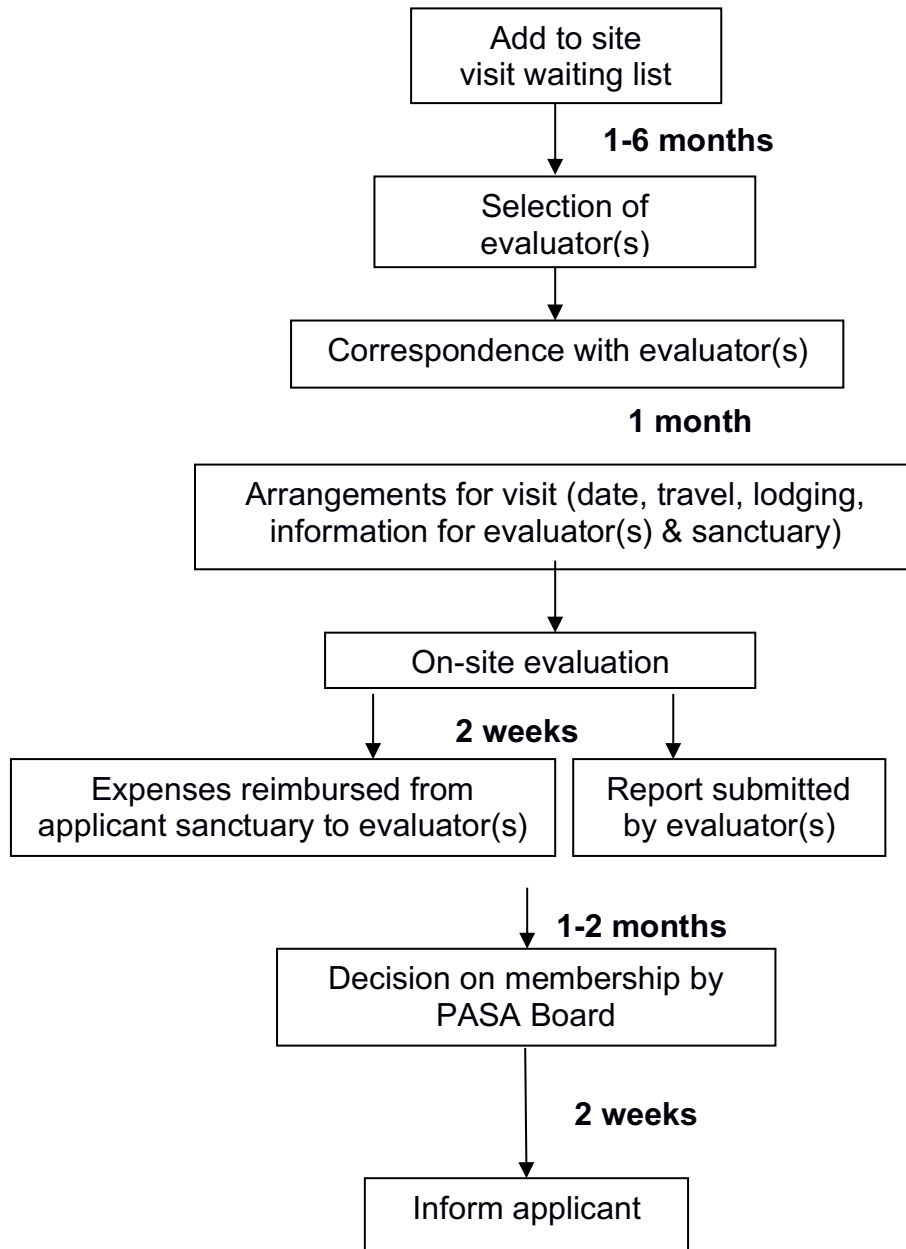
- Review the scope of the institution's participation in conservation and law enforcement activities.
- Determine participation in field conservation programs.
- Ask what efforts are undertaken for energy and natural resource conservation (e.g., recycling, water conservation initiatives, etc.).
- Determine the scope of the institution's research program and ascertain if it complies with PASA's Research Policy.
- Review the protocol for evaluating potential research projects.
- Explore how research is viewed by staff.
- Verify if research information is published in appropriate journals.
- Determine the level of involvement with local academic institutions and specialists.

Post-evaluation

- The evaluator completes the Evaluation Questionnaire which concludes with a recommendation on PASA membership.
- If there are multiple evaluators, the lead evaluator combines comments from the other evaluators.
- The submitted questionnaire should be typed.
- The evaluator submits the questionnaire, any supporting information, a complete list of expenses, and receipts to PASA within two weeks of returning from the visit.
- PASA may request the evaluator to provide additional information or clarification.

Appendix 10 • Approximate time frame and process of the accreditation procedure





Appendix 11 • Accreditation questionnaire for PASA membership

To be completed by sanctuaries applying for membership

Please read the PASA Operations Manual before completing this form. In submitting this application form the applicant agrees that the information provided is true and accurate. This form should be completed electronically. Please use as much space as necessary to answer the questions in full. For questions where more than one option is presented, please indicate those that are appropriate by placing an X in the space [] provided.

Sanctuary information:		
Application category (please indicate as appropriate):		
1. New applying member 2. Suspended member reapplying 3. Other (please describe)		
1	Name of sanctuary:	
2	Contact details of sanctuary (physical/postal address, email, telephone, website, social media sites, YouTube channel, etc.):	
3	Name and position of person submitting the application:	
Sanctuary location:		
4	What type of area is your sanctuary in?	(a) urban [] (b) rural [] (c) wilderness []

	<p>If you have marked (b) or (c) please indicate name and distance of closest large city:</p> <p>Do you have more than one site? If so how many? Describe the functions of each site and distances from each other:</p>	
5	Please provide a map or an aerial google map photo of the location of the sanctuary:	
Sanctuary management:		
6	What is the species focus of your sanctuary?	(a) single species or [] (b) multi-species []
7	What is the main focus of your sanctuary? (Feel free to choose more than one.)	(a) rehabilitation and long-term care [] (b) reintroduction [] (c) species conservation [] (d) habitat conservation/management [] (e) environmental management [] (f) law enforcement [] (g) conservation/environmental education [] (h) community development [] (i) other [] please describe:
8	What is the legal status of your site(s)?	(a) former government facility [] (b) current government facility [] (c) privately owned land [] (d) community managed land [] (e) protected area: full or partial [] please describe:
9	What government agencies/ministries do you work with?	

10	<p>Select the best description of your legal status:</p> <p>Please submit copies of any documents verifying your legal status.</p>	<p>(a) Nonprofit registered in the country where the sanctuary is located []</p> <p>(b) Nonprofit registered in a different country [] which country/ies:</p> <p>(c) Private foundation []</p> <p>(d) Private company []</p> <p>(e) Other [] please describe:</p>
11	<p>Describe how your organization is governed, e.g., board of directors, trustees, members, owners, and provide details of members of the board/executive:</p>	
12	<p>Please give the names and locations of any groups that were created for the purpose of supporting your sanctuary (for example: Friends of XYZ; France).</p>	
13	<p>Who owns the following within your institution?</p> <p>(a) Buildings</p> <p>(b) Grounds</p> <p>(c) Animals</p>	
14	<p>Is your sanctuary open to the public? If yes, please state how many days and hours:</p> <p>Please estimate the number of visitors per year for each of the past 5 years</p>	

	(including students and all other members of the public):	
15	Describe visitor services available in your sanctuary: (a) Services for day visitors (b) Overnight visitor services, e.g., lodge (c) Toilets (d) Gift shop (e) Restaurant (f) Other, please describe	
16	What is the minimum distance between visitors and the animals?	
17	Do you allow contact between non sanctuary personnel and animals? If yes, describe:	
18	Do you maintain administrative records e.g. budgets, payment vouchers, and personnel files? If so, please describe. Are duplicates kept at a different location?	
Sanctuary finance:		
19	Please state your annual revenue and expenses for each of the past 5 years:	
20	Describe your fundraising strategies and any changes you	

	expect in your annual budget in the next few years:	
21	Please list five major donors that support your program:	
Sanctuary personnel:		
22	Please indicate the number of personnel working for your institution:	Paid, full time: Paid, part time: Volunteer, full time: Volunteer, part time:
23	Please indicate the number of personnel in each role and the type of employment (e.g., full-time, part-time, temporary): Please submit an organizational chart of your institution if available.	(a) Management (b) Veterinarians (c) Vet technicians/nurses (d) Animal care staff (e) Educators (f) Administration (g) Researchers (h) Finance/accounting (i) Eco guards/forest patrols (j) Security guards (k) Maintenance (l) Gardeners and facilities maintenance (m) Drivers (n) Others: please describe

24	Please indicate the number of staff that are expatriates:	
25	Do you have a volunteer program (formal or informal)? If so, please summarize the role of volunteers, the amount of training fees they pay, duration of their time at the sanctuary, and how do you find/recruit volunteers? etc.:	
26	Do you have a staff training/development policy? Please summarize your staff training/development activities in the past 5 years:	
Animal management and care:		
27	Do you maintain animal records? If so please describe the information that is recorded and how it is recorded (eg in a database, spreadsheet, notebook, or paper forms). Please complete the provided animal list.	
28	How many new animals have arrived in the past 12 months?	

29	<p>For each species, how many are in your care and what is your max capacity?</p> <p>(Note: capacity isn't just about physical space; it's how many animals can receive adequate care with their current space, budget, trained staff, and more).</p> <p>In case the carrying capacity is exceeded, are you obligated by law to continue to take in rescues or have a backup plan (for example, agreements with other sanctuaries, etc.)?</p>	
30	<p>How is the animal care team structured, e.g., who makes the decisions and who is responsible for the team?</p>	
31	<p>Describe the normal routine of the animal care team (e.g. start time, number of feedings per day, cleaning, management and repair of enclosures):</p> <p>If this varies according to species or type of confinement, please describe:</p>	
32	<p>How are decisions made about animal care, group changes,</p>	

	<p>integration, and the movement of animals to other facilities?</p> <p>How are disease issues discussed? Do you have regular review meetings? If so, who is involved and how often are they undertaken?</p>	
33	<p>What is the sanctuary's policy about breeding?</p> <p>If breeding is allowed: Is there a breeding management plan? Is breeding combined with reintroductions? In recent years, has the number of animals at the sanctuary increased, decreased, or stayed roughly the same?</p> <p>Is contraception used? If yes, please provide details on the type of contraception, methods, and how frequently contraception is applied.</p>	
Animal enclosures		
34	Who designs and builds the animal enclosures?	
35	How is repair work managed (i.e. who monitors/authorizes the repairs)?	
36	How are animals contained in the daytime? E.g., cages, fenced enclosures,	

	islands (if islands, are there facilities on the islands, and can staff get access to animals when needed)?	
37	How are animals contained overnight? E.g., holding facilities, enclosures for young animals, etc.	
38	How many animals do not go into large enclosures every day? Why not?	
39	What is the size and capacity of the enclosed areas in the daytime? (include islands and continuous forest). Include # of animals in each enclosure.	
40	What is the size and capacity of the nighttime enclosures? Include # of animals in each enclosure.	
41	What are the cage size regulations for particular ages and maximum number of animals for each particular size cage?	
42	How is fresh water provided, and how often?	
43	Please list any animals who don't have adequate space, why, and what the plan and timeline is for fixing this issue.	
Enrichment		

44	Do you have an enrichment program and if so, please describe: (For example, do you use feeding enrichment devices, etc.)	
Animal nutrition		
45	Who decides what the animals should be fed?	
46	Are the animal diets recorded (i.e. written diet sheets?) Please provide a copy of your standard diet sheet	
47	Please summarize your feeding protocol for infant primates:	
48	What proportion of the food provided is cultivated versus wild?	
49	If your animals live on islands, are they nutritionally self-sufficient? If not, how is additional food provided?	
Animal identification		
50	Can each animal be permanently identified? Describe method(s) used, e.g., microchip, tattoo, photo, collar, physical markings, etc.:	
Reintroduction (if you don't reintroduce, skip to Question # 59)		
51	If you reintroduce animals, what is the reason(s)?	

	<p>Please give details of recent reintroductions, including the species, number, ages, and sexes of animals; dates of reintroductions; location(s) of the reintroductions; methods of reintroduction; methods of monitoring animals after reintroduction; survival (including how and when it was measured); and their current status.</p>	
52	<p>If you are planning to reintroduce, please describe where you are in the process.</p> <p>What is the reason(s) for reintroduction?</p> <p>Describe the species, number, ages, and sexes of the animals to be reintroduced, if known.</p> <p>What is the projected timetable?</p>	
53	<p>If you reintroduce animals, please summarize the protocols/studies/analyses/legal procedures done prior to release. Also please include if any pre-surveys and site visits are done prior to release.</p>	
54	<p>If you reintroduce animals, is there a post-release</p>	

	<p>monitoring team and what is their routine?</p> <p>Is telemetry used? Please describe:</p> <p>Are data collected? Please describe:</p> <p>Have the data been externally published? If yes, please list:</p>	
55	<p>If you reintroduce animals, who is responsible for release site selection? What data are collected to support the decision-making process? Describe:</p> <p>Have these data been externally published?</p>	
56	<p>If your animals are reintroduced, are they nutritionally self-sufficient? If not, how is additional food provided?</p>	
57	<p>If you are engaged in reintroduction, what diseases do you check for before release, and is there any post-release health monitoring?</p>	
58	<p>In the last 5 years, have you had any</p>	

	animals escape that did not come back? If yes, please provide the details, numbers, species and outcome.	
Medical records		
59	<p>What medical records do you keep? how do you keep records, eg database, paper.</p> <p>Are they individual files? group files? is there a daily veterinary record? Hard copy? soft copy?</p>	
Laboratory diagnostic techniques including necropsies		
60	Can you get medical tests performed (e.g., hematology, biochemistry, parasitology) when required? Are these tests done on site, in country, or in another country?	
61	Can you get virology/serology performed when required? Are these tests done on site, in country, or in another country?	
62	Are necropsies performed on all animals that die? If not, what proportion undergo necropsy and how do you determine which do and do not?	
63	Are necropsies performed at the sanctuary or at another facility?	

	Are records of all post-mortem examinations kept on file?	
64	Are tissues examined histologically? If so, is this done at the sanctuary or at another facility? How often is this done?	
65	Are other diagnostic techniques used routinely? Are these done on site, in country, or in another country? Describe:	
Health screening		
66	How are health problems brought to attention? Who conducts daily rounds? Who prioritizes what needs to be done for animal health?	
67	Do you employ a full-time veterinarian? If no, please describe how veterinary care is provided:	
68	What is the daily routine of the veterinary staff?	
69	Do you perform routine physical examinations on any	

	of your animals? If so, which species and how often?	
70	<p>Do you have a program of screening your animals for specific diseases?</p> <p>If so how do you determine which diseases you check for? (e.g., government requirements or because it has been identified as a significant cause of death in necropsy results, etc.)</p>	
71	Please provide a list of the diseases you routinely look for in each species:	
Disease control program (including vaccination and parasite control)		
72	Do you monitor your animals for endo-parasites? If so by what method and how frequently?	
73	<p>Do you give any routine parasite treatments to your animals?</p> <p>If so what drugs do you use in which species and how do you administer these?</p> <p>How do you decide how frequently you should treat the animals?</p>	

74	What is your vaccination program? Describe:	
75	Do you have a disease contingency plan for high-risk diseases?	
Quarantine/bio-security/vermin control/staff and volunteer health screening		
76	Are newly acquired animals quarantined from the other animals in your care? If so, for how much time? What diseases do you check for during this time? Do you have a Quarantine Protocol?	
77	How many animals can your quarantine facility hold at once, and where it is physically related to other facilities, e.g. how far away?	
78	How do you prevent disease from spreading in the sanctuary, and especially from animals in quarantine? What hygienic measures are taken?	
79	How do you prevent disease from entering the sanctuary:	

	<p>In food or water?</p> <p>With staff/visitors?</p> <p>On bedding?</p> <p>With wild rodents?</p>	
80	Do you have a staff preventative health program? Please summarize:	
Therapeutics		
81	Do you have capture equipment on premises? Please describe:	
82	Do you have trained staff on site at all times who can use the equipment? Describe:	
83	Do you have specialized animal handling facilities allowing direct contact e.g., ability to inject animals by hand?	
Security and safety		
84	Does your sanctuary have written procedures for emergencies e.g., for animal escapes, animal attacks, fire, flood, civil unrest, etc.? If yes, please provide a copy.	
85	Have there been any major injuries or	

	<p>deaths to humans or other primates caused by dangerous animals in the last five years?</p> <p>If yes, please provide a brief description of the event.</p>	
86	<p>Have there been any escapes in the past five years that required darting?</p> <p>If yes, please briefly describe the event, the staff's actions, and changes to procedures or facilities to prevent future incidents.</p>	
87	<p>Are all staff members provided with regular training in all emergency procedures?</p>	
88	<p>Do you provide staff and volunteers who handle animals with training and/or information on common issues?</p>	
89	<p>Does your sanctuary have a perimeter fence that is independent of all animal enclosures?</p>	
Education program		
90	<p>Please summarize the activities of your education, outreach, and community engagement programs. Include programs at the sanctuary and elsewhere.</p>	

	Who designs the education programs?	
91	What educational materials are used?	
92	Who are the target audiences?	
93	What are the key education messages, i.e. what do the programs ask people to do? Please summarize:	
94	How do you monitor and evaluate each program to determine if it is successful? How often do you evaluate each program?	
Law enforcement		
95	Does your sanctuary facilitate law enforcement? If yes, please provide a brief description of your activities, e.g., investigation, confiscation, judicial process, etc.	
96	Does your sanctuary collaborate with any	

	NGO related to law reinforcement and if so, which one/s?	
Community development		
97	Is your sanctuary involved in community development programs? If yes, please summarize. If not, do you plan to conduct community development programs?	
Media Policy		
98	Do you have a policy about photos and videos of primates? Please share that policy:	

The application form should be completed electronically and be accompanied by the following supporting documents:

1. Copies of any documents confirming your legal status (e.g., as a registered nonprofit or a registered corporation).
2. A 1-2 page summary of your institution's history. This should include the date founded and opened, reasoning for facility development, dates of major events, description of sanctuary size, list of new facilities/capital improvements undertaken in the last five years, a brief description of any major projects planned for the next five years, and a brief description of the long-term plan for the sanctuary.
3. If available, the sanctuary's strategic plan and/or management plan.
4. Standard Operating Procedures Manual if available.
5. Organizational chart (organogram/org chart) of institution if available.
6. Animal list (please complete the Excel spreadsheet provided).
7. List of group composition, including species, age, sex, and number of individuals in each group, and type and size of housing for each group.
8. Copy of standard diet sheet if available.
9. Procedures for emergencies if available.
10. Most recent annual report if available.

Appendix 13 • Re-accreditation questionnaire for PASA membership

To be completed by PASA members reapplying for membership

Please read the PASA Operations Manual before completing this form. In submitting this application form the applicant agrees that the information provided is true and accurate. This form should be completed electronically. Please use as much space as necessary to answer the questions in full. For questions where more than one option is presented, please indicate those that are appropriate by placing an X in the space [] provided.

Sanctuary information:		
1	Name of sanctuary:	
2	Name and position of the person submitting the application:	
Sanctuary location:		
3	PASA has your location on file. If the location has changed, or expanded, or if additional sites have been created in the past five years, please list the address of the new site of expansion:	
4	If changes to the location occur, do you have an alternate location or plans in place for such an occurrence?	
Sanctuary management:		
5	Describe how your organization is governed, e.g., board of directors, trustees, members, owners, and provide details of	

	members of the board/executive:	
6	Please give the names and locations of any groups that were created for the purpose of supporting your sanctuary (for example: Friends of XYZ; France).	
7	Is your sanctuary open to the public? If yes, please state how many days and hours: Please estimate the number of visitors per year for each of the past 5 years (including students and all other members of the public):	
Sanctuary finance:		
8	Please state your annual revenue and expenses for each of the past 5 years:	
9	Describe your fundraising strategies and any changes you expect in your annual budget in the next few years:	
10	Please list five major donors that support your program:	
Sanctuary personnel:		
11	Please indicate the number of personnel working for your institution:	Paid, full time: Paid, part time: Volunteer, full time: Volunteer, part time:
12	Please indicate the number of personnel	(a) Management

	<p>in each role and the type of employment (e.g., full-time, part-time, temporary):</p> <p>Please submit an organizational chart of your institution if available.</p>	<ul style="list-style-type: none"> (b) Veterinarians (c) Vet technicians/nurses (d) Animal care staff (e) Educators (f) Administration (g) Researchers (h) Finance/accounting (i) Eco guards/forest patrols (j) Security guards (k) Maintenance (l) Gardeners and facilities maintenance (m) Drivers (n) Others: please describe
13	Please indicate the number of staff that are expatriates:	
14	Do you have a staff training/development policy? Please summarize your staff training/development activities in the past 5 years:	
Animal management and care:		

15	<p>Do you maintain animal records? If so please describe the information that is recorded and how it is recorded (eg in a database, spreadsheet, notebook, or paper forms). Please complete the provided animal list.</p>	
16	<p>How many new animals have arrived in the past 12 months?</p>	
17	<p>For each species, how many are in your care and what is your max capacity?</p> <p>(Note: capacity isn't just about physical space; it's how many animals can receive adequate care with their current space, budget, trained staff, and more).</p> <p>In case the carrying capacity is exceeded, are you obligated by law to continue to take in rescues or have a backup plan (for example, agreements with other sanctuaries, etc.)?</p>	
18	<p>Describe the normal routine of the animal care team (e.g. start time, number of feedings per day, cleaning,</p>	

	<p>management and repair of enclosures):</p> <p>If this varies according to species or type of confinement, please describe:</p>	
19	<p>How are decisions made about animal care, group changes, integration, and the movement of animals to other facilities?</p> <p>How are disease issues discussed? Do you have regular review meetings? If so, who is involved and how often are they undertaken?</p>	
Animal enclosures		
20	Who designs and builds the animal enclosures?	
21	How is repair work managed (i.e. who monitors/authorizes the repairs)?	
22	How are animals contained in the daytime? E.g., cages, fenced enclosures, islands (if islands, are there facilities on the islands, and can staff get access to animals when needed)?	
23	How are animals contained overnight? E.g., holding facilities, enclosures for young animals, etc.	

24	How many animals do not go into large enclosures every day? Why not?	
25	What is the size and capacity of the enclosed areas in the daytime? (include islands and continuous forest). Include # of animals in each enclosure.	
26	What is the size and capacity of the nighttime enclosures? Include # of animals in each enclosure.	
27	What are the cage size regulations for particular ages and maximum number of animals for each particular size cage?	
28	Please list any animals who don't have adequate space, why, and what the plan and timeline is for fixing this issue.	
Enrichment		
29	Do you have an enrichment program and if so, please describe: (For example, do you use feeding enrichment devices, etc.)	
Animal nutrition		
30	Who decides what the animals should be fed?	
31	What proportion of the food provided is cultivated versus wild?	

Reintroduction (if you don't reintroduce, skip to Question # 39)

<p>32</p>	<p>If you reintroduce animals, what is the reason(s)?</p> <p>Please give details of recent reintroductions, including the species, number, ages, and sexes of animals; dates of reintroductions; location(s) of the reintroductions; methods of reintroduction; methods of monitoring animals after reintroduction; survival (including how and when it was measured); and their current status.</p>	
<p>33</p>	<p>If you are planning to reintroduce, please describe where you are in the process.</p> <p>What is the reason(s) for reintroduction?</p> <p>Describe the species, number, ages, and sexes of the animals to be reintroduced, if known.</p> <p>What is the projected timetable?</p>	
<p>34</p>	<p>If you reintroduce animals, please summarize the protocols/studies/analyses/legal procedures done prior to release. Also please include it any pre-surveys and</p>	

	site visits are done prior to release.	
35	<p>If you reintroduce animals, is there a post-release monitoring team and what is their routine?</p> <p>Is telemetry used? Please describe:</p> <p>Are data collected? Please describe:</p> <p>Have the data been externally published? If yes, please list:</p>	
36	<p>If you reintroduce animals, who is responsible for release site selection? What data are collected to support the decision-making process? Describe:</p> <p>Have these data been externally published?</p>	
37	In the last 5 years, have you had any animals escape that did not come back? If yes, please provide the details, numbers, species and outcome.	
38	How do you measure reintroduction success or failure of the release?	

Medical records		
39	<p>What medical records do you keep? how do you keep records, eg database, paper.</p> <p>Are they individual files? group files? is there a daily veterinary record? Hard copy? soft copy?</p>	
Laboratory diagnostic techniques including necropsies		
40	<p>Can you get medical tests performed (e.g., hematology, biochemistry, parasitology) when required? Are these tests done on site, in country, or in another country?</p>	
41	<p>Can you get virology/serology performed when required? Are these tests done on site, in country, or in another country?</p>	
42	<p>Are necropsies performed on all animals that die? If not, what proportion undergo necropsy and how do you determine which do and do not?</p>	
43	<p>Are necropsies performed at the sanctuary or at another facility?</p> <p>Are records of all post-mortem</p>	

	examinations kept on file?	
44	Are tissues examined histologically? If so, is this done at the sanctuary or at another facility? How often is this done?	
45	Are other diagnostic techniques used routinely? Are these done on site, in country, or in another country? Describe:	
Health screening		
46	Do you perform routine physical examinations on any of your animals? If so, which species and how often?	
47	Please provide a list of the diseases you routinely look for in each species:	
Disease control program (including vaccination and parasite control)		
48	Do you monitor your animals for endo-parasites? If so by what method and how frequently?	
49	Do you give any routine parasite treatments to your animals? If so what drugs do you use in which species and how do you administer these?	

	How do you decide how frequently you should treat the animals?	
50	Do you have a disease contingency plan for high-risk diseases?	
51	Please list any disease outbreaks that have occurred in the last 5 years:	
Quarantine/bio-security/vermin control/staff and volunteer health screening		
52	How many animals can your quarantine facility hold at once, and where is it physically related to other facilities, e.g. how far away?	
53	Do you have a staff preventative health program? Please summarize:	
Therapeutics		
54	Do you have capture equipment on the premises? Please describe:	
55	Do you have trained staff on site at all times who can use the equipment? Describe:	
56	Do you have ongoing training for staff on up-to-date techniques and protocols?	

Security and safety		
57	<p>Have there been any major injuries or deaths to humans or other primates caused by dangerous animals in the last 5 years?</p> <p>If yes, please provide a brief description of the event.</p>	
58	<p>Have there been any escapes in the past 5 years that required darting?</p> <p>If yes, please briefly describe the event, the staff's actions, and changes to procedures or facilities to prevent future incidents.</p>	
59	<p>Are all staff members provided with regular training in all emergency procedures?</p>	
60	<p>Do you provide staff and volunteers who handle animals with training and/or information on common issues?</p>	
Education program		
61	<p>Please summarize the activities of your education, outreach, and community engagement programs. Include programs at the sanctuary and elsewhere.</p> <p>Who designs the education programs?</p>	

62	What educational materials are used?	
63	Who are the target audiences?	
64	How do you monitor and evaluate each program to determine if it is successful? How often do you evaluate each program?	
Law enforcement		
65	Does your sanctuary facilitate law enforcement? If yes, please provide a brief description of your activities, e.g., investigation, confiscation, judicial process, etc.	
66	Does your sanctuary collaborate with any NGO related to law reinforcement and if so, which one/s?	
Community development		
67	Is your sanctuary involved in community development programs? If yes, please summarize. If not, do you plan to conduct community development programs?	
Media Policy		

68	Do you have a policy about photos and videos of primates? Please share that policy:	
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The application form should be completed electronically and be accompanied by the following supporting documents:

- A list of new facilities/capital improvements undertaken in the last five years, a brief description of any major projects planned for the next five years, and a brief description of the long-term plan for the sanctuary.
- If available, the sanctuary's strategic plan and/or management plan.
- Standard Operating Procedures Manual if available.
- Organizational chart (organogram/org chart) of institution if available.
- Animal list (please complete the Excel spreadsheet provided).
- List of group composition, including species, age, sex, and number of individuals in each group, and type and size of housing for each group.
- Copy of standard diet sheet if available.
- Procedures for emergencies if available.
- Most recent annual report if available.

Appendix 15 • Site evaluation questionnaire for evaluators

To be completed by evaluators

Evaluators are advised to consult the evaluator guidelines, to cross-check answers with those provided on the application form, and throughout the whole evaluation process continually consider if the sanctuary demonstrates adherence to PASA policies and minimum standards, and reflects the overall ethos of PASA.

Sanctuary information:		
1	Name of sanctuary:	
2	Describe sanctuary location:	
Sanctuary management and operations		
3	Based on your observations, what is the focus/foci of the sanctuary, e.g., long-term care, reintroduction, conservation, education. What are the sanctuary's mission, vision, and values?	
4	Name and present role of founder:	
5	Name of director/manager:	
6	Time served as manager:	
7	Briefly describe the sanctuary's relationships with relevant government agencies.	

8	Does the sanctuary have a formal agreement with any government authorities? Describe:	
9	How is the organization governed e.g. board, trustees, etc.? Do they have a Board Manual?	
10	Does the sanctuary have a support group(s) that were created for the purpose of supporting the sanctuary? If yes, please give its name and country and describe the nature of the relationship and support:	
11	Does the sanctuary have a strategic plan? When was it last updated?	
12	Does the sanctuary have a succession plan in place? Describe:	
13	What administrative records (e.g. budgets, payment vouchers, and personnel files) are maintained and where? Duplicates?	
14	If the sanctuary is involved in data collection, has it been published externally? Please list:	
Sanctuary finances		
15	Describe the sanctuary's plan for fundraising and expectation for	

	finances in the next few years.	
16	Does the sanctuary have a financial reserve?	
Sanctuary personnel		
17	What are the protocols for recruiting personnel?	
18	Summarize the volunteer program (formal or informal), including role of volunteers, the amount of training fees they pay, duration of their time at the sanctuary, and how they are recruited etc. Do they have a volunteer handbook or any other type of documentation?	
19	View evidence of staff training and development. Summarize:	
Animal management and care		
20	Review the animal records - are they generally accurate?	<i>Viewed/not viewed?</i>
21	How do animals come to be at the sanctuary, e.g., confiscated, surrendered,	

	transferred, captive-born?	
22	How is the animal care team structured, e.g., who makes the decisions and who is responsible for the team?	
23	<p>What was observed as the normal routine of the animal care team (e.g., start time, number of feedings per day, cleaning, management and repair of enclosures)?</p> <p>If this varies according to species and type of confinement, please describe:</p>	
24	Check the list of group composition provided in the application – is it accurate? Include non-primates that depend on the sanctuary for care.	
25	Are species kept in appropriate social groupings? If not, describe.	
26	<p>What is the sanctuary's policy about breeding?</p> <p>Is there a breeding management plan?</p> <p>Do they strictly follow their policy?</p> <p>Describe the contraception used, the species included,</p>	

	and how frequently contraception is given:	
27	In case the carrying capacity is exceeded, does the sanctuary have a backup plan (for example, agreements with other sanctuaries, etc.)?	
Animal enclosures		
28	How are animals contained, both in daytime and nighttime? E.g., cages, fenced enclosures, islands. Include descriptions of any overnight holding facilities, enclosures for young animals, etc. Include all animals that are contained, not only primates.	
29	What is the minimum cage size you observed for different species/ages? What is the maximum number of animals you observed in a particular size cage?	
30	How many animals do not have enough space? For each of these animals, describe the sanctuary's plan (if any) for improving the situation, with expected dates for making the improvements.	

31	<p>Based on your observations of the enclosure sizes, staffing, and other factors, is the number of animals of each species more than the sanctuary's capacity for care? If so, describe.</p> <p>(Capacity should be based on the number of staff, funding, etc., not just the size of enclosures.)</p>	
32	<p>If animals live on islands, what facilities are on the islands? How do staff collect an individual animal if necessary?</p>	
33	<p>In case of an emergency on the island, is there any protocol to retrieve the animals?</p>	
34	<p>How is fresh water provided, and how often?</p>	
35	<p>How is repair work managed (i.e., who monitors/authorizes the repairs, etc.)?</p>	
36	<p>Please provide a brief description of the quarantine facilities</p>	
37	<p>Describe evidence of an enrichment program:</p>	
38	<p>Who is responsible for developing and monitoring enrichment?</p>	

39	Is food used as enrichment?	
Animal nutrition		
40	Are the animal diets all recorded? View diet sheet if available. Take photos of diets if they are posted in public places.	
41	Are animals' diets adequate for their needs, throughout the year? What is the feeding protocol for infant primates based on species?	
42	If animals live on islands, are they nutritionally self-sufficient? If not, how is additional food provided?	
Animal identification		
43	Can each animal be permanently identified? Describe method(s) used, e.g., microchip, tattoo, photo in a database, collar, physical markings, etc.:	
Reintroduction (if they don't reintroduce, skip to Question # 49)		
44	If the sanctuary is reintroducing animals, cross-check and update information provided in application concerning species, numbers, sex, age,	

	etc. and current status	
45	If the sanctuary is planning to reintroduce, describe where they are in the process	
46	If animals are reintroduced, are they nutritionally self-sufficient? If not, how is additional food provided?	
47	If they reintroduce animals, is there a post-release monitoring team and what is their routine? Is telemetry used? Are data collected? Describe: Are data published externally?	
48	If the sanctuary engages in reintroduction, what diseases do they screen for before release, and is there any post-release health monitoring?	
Medical records		
49	What medical records are maintained? How is data stored, e.g. in a database, paper forms, or notebooks? View medical records. Can they track the medical history of any one	

	individual or are these filed by groups?	
50	Can records be searched easily? (e.g., to review all cases of enteritis in previous 5 yrs or to identify the types and frequency of disease in any one species over the last 5 yrs)? See how staff search their medical records.	
Laboratory diagnostic techniques including necropsies		
51	Describe the facilities and equipment for diagnostics, necropsies, and other laboratory work.	
Animal health screening		
52	How are health problems brought to attention? Who conducts daily rounds and what is the daily routine? Who prioritizes what needs to be done for animal health?	
53	Is a full-time vet employed? If not, describe how veterinary care is provided:	
54	How is the veterinary team organized?	
55	Is there a program of screening animals for specific diseases? If so, how does the sanctuary determine which diseases to check for? (e.g.,	<i>View list of diseases screened in the application form and check if it corresponds.</i>

	government requirements or because it has been identified as a significant cause of death in necropsy results, etc.)	
Disease control program (including vaccination and parasite control)		
56	What is the vaccination program for vaccinations, antiparasitics, and other preventative care?	
Quarantine/bio-security/vermin control/staff and volunteer health screening		
57	Are newly acquired animals quarantined from the other animals? If so, for how much time? What diseases do they check for during this time?	
58	How is disease prevented from spreading in the sanctuary, and especially from animals in quarantine? What hygienic measures are taken?	
59	How is disease prevented from entering the sanctuary: In food or water? With staff/visitors? On bedding?	

	With wild rodents?	
Therapeutics		
60	What access is there to remote injection equipment, e.g., dart gun, blow pipe, pole syringe, sufficient darts? Is the equipment accessible to staff? Is it locked, and if so, who has access to the keys?	
61	Are trained staff on site at all times able to use the equipment?	
62	Do they have specialized animal handling facilities allowing direct contact e.g., ability to inject animals by hand?	
63	Is there an emergency kit?	
Security and safety		
64	Does the sanctuary have written procedures for emergencies, e.g. animal escapes/attacks, fire, flood, civil unrest, etc.?	<i>If a copy was provided in the application, check if it corresponds to what is described/what you are shown.</i>
65	How are these procedures communicated to staff, e.g. in training for new staff, in recurring training for all staff, in a procedures manual, posted in a public place	

66	Have there been any major injuries or deaths to humans or other primates caused by dangerous animals in the last five years?	<i>If yes and description was provided with application, check it corresponds. If yes but no description was provided, briefly describe.</i>
67	Have there been any escapes in the past five years that required darting? If so, provide a summary.	<i>If yes, check if procedures have been changed to prevent future occurrences.</i>
68	Have animals escaped in the past five years that did not return and were not captured? If so, provide a summary	
69	Are staff and volunteers who handle animals provided with training and/or information on common issues?	<i>Request to see training materials/information provided and comment on the degree of detail and usefulness.</i>
70	Does the sanctuary have a perimeter fence that is independent of all animal enclosures? Can the fence prevent the public from entering and prevent animals from escaping?	
71	Please describe if they have visitors/volunteer safety protocols	
Visitors and Tourism		
72	Do they have a visitor and/or tourism program? If so, please describe:	

73	Describe the visitor facilities and services you observed:	
74	What is the minimum distance between visitors and the animals? Was this adequately enforced and how?	
75	Does the sanctuary allow contact between non sanctuary personnel and animals? (Non sanctuary personnel include typical volunteers but not long-term volunteers with essential roles.) Describe:	
Education program		
76	Do they have an education program? If so, is it at the sanctuary or elsewhere?	
77	Who are the target audiences and how many people do they reach?	
78	What are the key education messages, i.e. what do the programs ask people to do? What materials do they use? Please summarize:	
79	Do the education programs promote community	

	engagement? If so, please describe:	
Community development		
80	Is the organization or sanctuary involved in any community development programs? If so, what are they, and what is their purpose?	
Law enforcement		
81	Does the organization facilitate law enforcement? If yes, please provide a brief description of the activities, e.g., investigation, confiscation, judicial process, etc.	
Conservation		
82	Please provide a short summary of their conservation activities and the goals of these activities:	
Media Policy		
83	Do they have a policy about photos and videos of primates, and have you observed that everyone follows the policy?	

Name of evaluator:	
Main contact at sanctuary:	
Date of evaluation:	
Date of form completion:	
List the names and positions of all staff interviewed:	

Recommendation by evaluator to grant membership to PASA. Yes or no?

If no, please describe key areas of concern, steps the sanctuary should take to improve in these areas and become eligible for PASA membership, and a timeline for these steps.

If yes, please list recommended improvements and a timeline for these improvements.

Please continue on additional pages if necessary.