



Strategic Plan

2013-2016

EAZA MOVING FORWARD IN
THE UN DECADE OF BIODIVERSITY



Strategic Plan

2013-2016

Contents

- 4 Vision and Mission
- 5 Foreword
- 7 About the European Association of Zoos and Aquaria
- 8 Introduction

Our focal areas

- 9 Influencing policy and enhancing engagement at the EU
- 10 Maximising the conservation action of our members
- 10 Developing conservation learning and engagement for the future
- 12 Leading in zoo animal welfare
- 13 Expanding partnerships to enhance our aims
- 13 Promoting the work of the EAZA Community
- 14 A sustainable future?

Our operations and membership engagement

- 15 Maximising our available resources
- 15 Monitoring outcomes

Vision and Mission

Vision

To be the most dynamic, innovative and effective zoo and aquarium membership organisation in Europe and the Middle East.

Mission

EAZA's mission is to facilitate co-operation within the European zoo and aquarium community with the aim of furthering its professional quality in keeping animals and presenting them for the education of the public, and of contributing to scientific research and to the conservation of global biodiversity. It will achieve these aims through stimulation, facilitation and co-ordination of the community's efforts in education, conservation and scientific research, through the enhancement of co-operation with all relevant organisations and through influencing relevant legislation within the EU.

Throughout the rest of this strategic plan we aim to implement fully both the Vision and the Mission of EAZA. EAZA is the members. *We* means all of us, EAZA institutions in Europe or the Middle East, and it is the members who will fully implement the ambitious aims that follow.

FOREWORD

As the world becomes ever more a global village and human beings become ever more divorced from the natural world the roles of zoos become more, not less, important. There are many zoos on our continent and most are acting to try to mitigate the effects of human population and economic growth on wild populations of animals and plants. But if the whole of this activity is to become more than just the sum of its parts then the regional zoo associations have a massive role to play, and this document sets out to articulate that role for the European Association of Zoos and Aquaria and to set out how it will be achieved. It supercedes the previous strategy and broadens and clarifies the scope of the work that needs to be done. It is hugely ambitious but, in my view, it is better to have set ourselves too many targets than too few.

A strategic document like this does not get written without a huge amount of work by a lot of people and I would like to pay tribute to my fellow zoo directors who participated in the two days of workshops at the beautiful site in Chiemsee in Bavaria in April 2012. I would also like to extend my thanks and congratulations to the EAZA Director and her team who had to take many hundreds of wall charts, post-it notes and written submissions and meld them into a coherent whole. They did it with speed, clarity, and strength of purpose.

There is a whimsical English song written who knows when in the dim and distant past that includes the phrase:

“I don’t know where we’re going, but when we get there I’ll be glad”

I am sure that we have all been involved with organisations over the years for which that oxymoronic line seems to be an apt description of their strategic direction. So I am delighted to be able to acknowledge here

‘the association has a very clear idea of what it is, what it wants to do, and how to do those things.’

that it does not even remotely apply to the European Association of Zoos and Aquaria. Even a very brief glance at the strategy outlined in this document will show that the association has a very clear idea of what it is, what it wants to do, and how to do those things. If it is able to do all of them in the lifetime of the strategy what an outstanding achievement that would be; and what a tribute to the energy, vision and capability of our membership.

I warmly commend this strategy to everyone.



Simon Tonge
Chairman EAZA



FOREWORD

IUCN—The International Union for Conservation of Nature is an extensive network of government and NGO member organisations and thousands of experts which strives to safeguard the natural world.

I am delighted that this global network includes the responsible zoo and aquarium community bringing the wonder of animals closer to millions of people every year.

The challenges that face the natural world are growing and if we are to conserve nature – our life support -- we need to ensure that people feel connected with it.

Conservation-led zoos help make this connection and are critical to achieving the first of the 20 targets set by governments under the UN Convention on Biological Diversity: ‘By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.’

As well as reaching out to people, zoos also provide vital support and funding for conservation action in the wild. EAZA zoos contribute significant funds each year, either as donors or through their own programmes.

One such example is the joint IUCN and EAZA conservation campaign during 2011–2013 for species in Southeast Asia. The role of zoos as *ex situ* conservation centres is significant and coordinated breeding programmes often form core components of species recovery plans.

As part of this new EAZA strategy we will be seeking to promote even closer collaboration between EAZA’s Taxonomic Advisory Groups and IUCN’s Species Survival Commission Specialist Groups to the benefit of species conservation.

In reading this new strategy it is clear that



LOGGERHEAD SEA TURTLE
(*CARETTA CARETTA*),
OCEANARIO DE LISBOA.
PHOTO: MAFALDA FRADE

EAZA is committed to the mission of IUCN and is ambitious in its outlook. It is my pleasure to endorse the strategy for the next four years and I warmly encourage your engagement with the wider IUCN family.

Julia Marton-Lefevre
Director General IUCN



ABOUT EAZA

The European Association of Zoos and Aquaria (EAZA) is the largest professional zoo and aquarium association in the world, with 345 members in 41 countries* throughout Europe and the Middle East, including members in 25 of the 27 EU Member States. The EAZA community is diverse, dynamic and committed to bringing the wonder of nature to our visiting public, a public that spans young and old, all social and ethnic groups, religions, education levels and incomes. We are socially inclusive and over the course of the United Nations Decade of Biodiversity (2011-2020) EAZA members will host an approximate 1.5 billion visits.

We maintain 10's of thousands of animals, with high standards of care and welfare employed throughout our membership. Many species thriving in our zoos and aquariums are extinct in the wild or critically endangered, with our work a key role in helping safeguard their future.

We are key economic drivers in our local communities, adding value to the European economy of €2.5 billion annually. We create jobs both directly and indirectly and demonstrate great longevity, with many of our zoos being more than 150 years old. We add to the cultural mix of cities and towns and provide much needed space where families can interact and communicate about the world around us.

We add expertise, finance and energy to achieving the conservation of the natural world, most notably with our focus on species. EAZA members annually spend more than €100 million on conservation in the wild and further safeguard 100's of species in dedicated breeding programmes at our physical sites.

The animals in our care allow for learning and engagement that goes beyond the restrictions of 'education'. Millions of children take part in formal learning sessions in zoos and aquariums (hereafter termed zoos throughout this strategy), often with connections to



national curriculums. Our annual conservation campaigns engage 10s of millions more, young and old, in specific conservation messaging and raise much needed funds for projects in the wild, in addition to the existing financial commitments of individual EAZA members. We undertake research to benefit both the animals in our care but also those in the wild.

Our accreditation standards are high and we promote these standards to our own membership and beyond. All EAZA members are subject to an accreditation inspection prior to joining and on a cyclical period thereafter. EAZA and its members represent the highest standards of zoos in Europe and the Middle East and we seek to improve upon those standards every day.

*August 2012

LION CUBS (*PANTHERA LEO PERSICA*), BRISTOL, CLIFTON & WEST OF ENGLAND ZOOLOGICAL SOCIETY
© STEPHEN ALLINSON



INTRODUCTION TO THIS STRATEGY

Never before, in their long history, have zoos and aquariums been more relevant and important, culturally, scientifically and for the conservation of our fellow living creatures on Earth. Zoos are a link to the wilderness and to the most wonderful, diverse and majestic species on our planet. EAZA zoos and aquariums are immensely popular – an approximate 1.2 billion visits have been made to EAZA zoos in the past decade. Zoos are democratic, open to all, whatever their age, gender, cultural background, religion, educational level or economic situation.

While we believe that EAZA members represent the most professional zoos in Europe and the Middle East we always seek to improve our work in all aspects of the responsibilities of zoos.

Importantly, this strategy was developed to ensure a clear strategic direction for the EAZA community in this first half of the United Nations Decade of Biodiversity (2011-2020). Zoos have a key role to play in assisting the world meet the Aichi Targets, the 20 targets for 2020, adopted by signatories worldwide, including the EU and national governments throughout Europe. The massive visitation to our members means that we have a clear and important role in achieving Aichi Target 1 which focuses on communication of the values of nature.

We also have a significant obligation under Target 12 which focuses on the conservation of species – zoos can communicate about species and target species for conservation in unique ways which are simply unavailable to other conservation organisations.

In developing this strategy we sought input from as wide a spectrum of our diverse membership as possible and we believe this strategy firmly reflects the views of our community.

It also reflects the opportunities inherent in the

The collective behaviour of humanity is pushing individual animals, populations and species to the brink of survival. But humans are also the solution.

ANONYMOUS

professional and responsible zoo community. The following focal areas represent headlines for our work. We have also developed a richly detailed action plan which will guide our members on how we will implement our headline strategic aims.

We hope that in reading this EAZA Strategy for 2013-2016 you will understand more about EAZA and its goals and also understand how we can work together for the benefit of the conservation of our planet and the social inclusion of European and Middle Eastern citizens in this, our most important task.

RED FODY (*FOUDIA MADAGASCARIENSIS*)
MASOALA RAINFOREST,
ZOO ZÜRICH



INFLUENCING POLICY AND ENHANCING ENGAGEMENT AT THE EU

The vast majority of our zoos operate under the legislative authority of not only their individual countries, but the European Union. The Zoos Directive (1999/22/EC) represents a serious mandate for our work in conservation and we strongly supported its introduction (we are the only organisation named in the text) and support its full implementation across all 27 Member States.

We wish to further our engagement with the Union and the European Commission as we believe we have significant and targeted expertise and opportunities to offer in the sphere of the environment, conservation of species, engagement and learning, tourism and social inclusion.

To assist in this increased engagement we will:

- Regularly provide accurate, factual and inspiring information on all aspects of the work of the EAZA community, targeted to the EU and European Commission;
- Engage with MEPs, who will be enabled to better understand the vital work of EAZA members in their own constituencies;
- Offer significant and insightful experience and skills to the EU and Commission to assist in ensuring high standards of implementation of the Zoos Directive and in improving standards of zoos and aquariums across Europe;
- Inform the EU and Commission about the huge potential for public engagement on EU policy areas by targeting the visitors of EAZA members, particularly in regard to key environmental messages pertaining to species conservation, sustainability and climate change;
- Offer our expertise in changes in legislation



that may impact on zoos and their ability to carry out vital conservation or education activities.

As I would not be a slave, so I would not be a master. This expresses my idea of democracy

ABRAHAM LINCOLN

LEOPARD (*PANTHERA PARDUS*) PARKEN ZOO I
ESKILSTUNA © PARKEN ZOO

MAXIMISING THE CONSERVATION ACTION OF OUR MEMBERS

Professional zoos are increasingly leaders in holistic conservation practices. We undertake conservation not only via coordinated breeding programmes mandated by the Convention on Biological Diversity and the EU Zoos Directive, but we increasingly fund and partner in conservation in the wild. Zoos are truly holistic conservation centres, providing a physical link from urban centres to the wilderness. This provides a tangible opportunity for visitors to understand that their ticket price can help save species, making all visitors conservationists for a day.

While we undertake significant conservation action, supporting thousands of species, habitats and local peoples to the tune of tens of millions of Euro each year, we are mindful that as the threats to the natural world accelerate we need to continually evaluate and, where possible, increase our efforts. To maximise the conservation action of all our members we will:

- Collate and evaluate the total conservation actions undertaken by the EAZA community and disseminate this information to key stakeholders;
- Develop and provide new conservation tools across our membership;
- Encourage all EAZA members to become official partners in the United Nations Decade of Biodiversity (2011-2020);
- Encourage all members to fully participate in achieving the Aichi Targets;
- Evaluate all current coordinated breeding programmes and develop prioritisation tools specifically applied to these programmes;
- Investigate new approaches to ethical acquisition and disposition of animals;

The fate of animals is of greater importance to me than the fear of appearing ridiculous; it is indissolubly connected with the fate of men
ÉMILE ZOLA

Among other things, the point of zoos should be to give us perspective on ourselves, to push us towards an awareness – always under threat in daily life – of the diversity, mystery, scale, age and complexity of the earth.
ALAIN DE BOTTON

- Continue to work with the International Union for the Conservation of Nature and other key partners to achieve better conservation outcomes.

DEVELOPING CONSERVATION LEARNING AND ENGAGEMENT FOR THE FUTURE

Aichi Target 1 states that: 'By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably'. This is a serious and ambitious target but we believe that we can play a key role in helping the EU and national governments reach this goal.

Aichi Target 1 represents both an opportunity and an important responsibility for us across EAZA. We have the opportunity to engage with 100's of millions of citizens in the next four years, from all backgrounds. This presents a unique environment in which to stimulate new forms of learning, engagement and evaluation of learning. To develop conservation learning and engagement EAZA will:

- Recognise that emotional connections to animals will underpin engagement and thereafter attitude and behaviour change of benefit to the conservation of nature;
- Seek to expand our work to understand and implement new disciplines such as conservation psychology;
- Provide training across the EAZA membership in social and emotional aspects of learning and in evaluation of visitor reactions and experiences;
- Undertake primary research work with partners in social sciences, visitor evaluation, and understanding of the values of nature;
- Build and apply behaviour change models for the zoo setting;

ELEPHANT RASHMI AT 15 MONTHS (*ELEPHAS MAXIMUS*) ZOOLOGICKA ZAHRAVA OSTRAVA © PAVEL VLČEK



- Ensure higher levels of biological literacy in our visitors;
- Publish and disseminate our findings in dedicated journals such as the Journal of Zoo and Aquarium Research;
- Provide a quality framework for learning in zoos and aquariums.

LEADING IN ZOO ANIMAL WELFARE

EAZA is a membership organisation that takes conservation as its primary goal. However, we are also a welfare organisation that seeks to ensure the highest possible standards in animal care.

Animals in our member zoos are of course on public display and zoo visitors themselves are not passive to concerns about animals. To the contrary, by visiting zoos they already indicate an interest in, and concern for, animals. So how can the people of Europe be sure that their EAZA zoos are achieving all their education and conservation goals? They should certainly be able to expect that if they visit a zoo they can do so with a clear conscience that the organisation

The man who regards his own life and that of his fellow creatures as meaningless is not merely unhappy, but hardly fit for life.

ALBERT EINSTEIN

BLACK-BELIED HAMSTER
(*CRICETUS CRICETUS*)
HEIDELBERG ZOO



they are visiting is acting in a humane, compassionate, intelligent and purposeful way.

To maintain populations of animals, zoos must achieve the very highest standards of animal welfare. Excusing poor animal welfare on the grounds of the conservation or educational value is simply not acceptable. Good European zoos know this and have personnel with the skills and knowledge to act as advisers and arbiters of good welfare practice beyond the zoo field.

All members of EAZA abide by the Code of Practice, Code of Ethics and also the Minimum Standards for the Care and Accommodation of Animals and promote those standards externally as well. We extend excellent veterinary care and work closely with the European Association of Zoo and Wildlife Vets. We continually seek to ensure that we maintain and where possible enhance all welfare across our membership.

To do so EAZA will:

- Continue to provide accreditation services to ensure good standards across our own membership;
- Collate best practice in all aspects of zoo animal welfare;
- Identify serious partners with which to undertake further research in zoo animal welfare auditing;
- Develop a convening role in relation to zoo animal welfare in Europe;
- Continue to offer assistance to the EU in relation to achieving higher standards across European zoos;
- Continue to partner with reputable animal welfare organisations, and provide assistance to other regions globally.

EXPANDING PARTNERSHIPS TO ENHANCE OUR AIMS

EAZA and its members know only too well that working together brings greater benefits than can be achieved singly and with nearly 350 members we also know that partnerships require care and commitment.

EAZA already undertakes partnerships with a number of organisations. From 2011-2013 EAZA is partnering with the Species Survival Commission of the International Union for the Conservation of Nature (IUCN) on a public fundraising campaign for the highly threatened species of Southeast Asia (www.southeastasiacampaign.org).

Within Europe EAZA has in the recent past renewed its Memorandum of Understanding with the European Association of Zoo and Wildlife Vets (EAZWV), the premier body for the veterinary care of exotic animals in zoo settings.

We additionally have a similar agreement with the Latin American Association of Zoos and Aquaria (ALPZA), extending our assistance in outreach training and the Association of Zoos and Aquariums (AZA) in the USA.. We further work with a number of other organisations in specific projects. To ensure our work is as effective as possible we recognise that we need to continually assess new partnerships and alliances, finding ways to jointly achieve positive outcomes for the natural world. To this end EAZA will;

- Review current alliances and undertake a gap analysis to identify new partners and possibilities;
- Promote materials about EAZA to instil confidence in potential partners about the benefits of working with EAZA;
- Collate the number of partner organisations with which our members interact;

No man is an island.

JOHN DONNE

Bad human communication leaves us less room to grow.

ROWAN WILLIAMS

WHERE DO MONKEYS LIVE?
PHOTO: HEIDELBERG ZOO

PROMOTING THE WORK OF THE EAZA COMMUNITY TO THE WORLD

Zoos in the past have been somewhat reticent of concisely explaining the full range of work they undertake, commonly leading to a lack of understanding from key stakeholders.

EAZA too has to ensure that the wider world is aware of the wide range of activities ongoing in our zoos that benefit conservation of nature, provide economic security for thousands in these difficult times, and provide social settings for family learning and engagement. We also want to ensure that the general public is aware that an EAZA zoo has achieved high standards in animal welfare and that they can be confident in their leisure choices. EAZA should be the 'brand' for standards of good zoos in Europe.

Our website is rich in detail and information for any visitor and our quarterly *Zooquaria* magazine is freely available to download, providing thought provoking and inspiring



articles. With all things we need to ensure that we do not fall back on simply what we do now but continually strive to improve our communications and engagement with all groups. To do this EAZA will:

- Investigate further use of social media to benefit our conservation, research and conservation engagement aims;
- Provide position statements that clearly articulate EAZA's position on topical discussions;
- Provide our membership with up to date and exciting, richly illustrated communication materials for their use, no matter in which country they are located;
- Develop communication materials beyond our visiting public to all current and potential stakeholders including media, corporate, NGO and governmental bodies.

A SUSTAINABLE FUTURE?

EAZA zoos are most often urban, situated in cities and towns. Urban and accessible and therefore especially important in developing examples of sustainable or 'green' behaviours for our millions of visitors.

The world is faced with mountainous challenges. Our global population has grown to levels where our planet cannot sustain current levels of consumption. Yet at the same time many millions of people live lives of poverty. The richer citizens of the world will have to learn new ways to live, in a more thoughtful manner – our own lifestyles are there to be managed and we can live lives that are balanced yet responsible. For the remainder of the planet wishing to attain higher standards of living, we cannot deny them from which we have so benefited. Zoos have the opportunity to be part of the solution to a world groaning under the strain.

LIVINGSTONE'S FRUIT
BATS ENVIRONMENTALLY
FRIENDLY ENCLOSURE
(*PTEROPUS LIVINGSTONII*)
DURRELL WILDLIFE PARK
© DOMINIC WORMELL



Zoos connect people back to nature, to green spaces, to our relationship to the planet and we will capitalise on this 'green' setting to communicate about sustainability in all its many manifestations.

We have detailed previously in this strategy our work in species conservation, in our zoos and in the wild. We also know that our zoos are consumers of energy and materials, just like any other public attraction, but perhaps more than any other public body we should be aware that our visitors want to know how we are using renewable technologies or ensuring reductions in energy use or recycling the materials we use.

To do this EAZA will:

- Encourage all our members to practice the mantra of 'Reduce, Re-use, Recycle';
- Apply best practice in facilities management to reduce consumption of all aspects of our physical sites;

The great challenge of the twenty-first century is to raise people everywhere to a decent standard of living while preserving as much of the rest of life as possible.

E.O.WILSON



the workload. The impetus starts with ensuring that all members know how to get involved and that they have the opportunity to make their mark. We also need to realise continued financial security for EAZA so that we can expand our horizons.

To this end EAZA will:

- Produce a concise and engaging 'How to be an EAZA member' document;
- Promote the opportunities available via the EAZA Academy, EAZA's training wing, to ensure high professional standards across the membership;
- Review the governance and structure of EAZA to ensure that they are functioning in an optimal way;
- Develop induction days for new EAZA CEOs/ Executive Directors to allow them to see how they can clearly contribute to EAZA's development.

- Develop communication tools to promote sustainable behaviours in our visitors;
- Collaborate with groups such as the IUCN Climate Change Specialist Group, to enhance best practice in this focal area.

MAXIMISING OUR AVAILABLE RESOURCES

We have outlined in the previous pages some of the focal areas in which we wish to progress as a community. But we also have to pay due attention to how we accomplish this work, and that is by marshalling all our available resources, physical, human, financial and intellectual. More than 32,000 people work across EAZA zoos and aquariums in Europe and the Middle East, a sea of expertise and talent that we will tap into to achieve our higher goals.

As with any membership organisations that are large and diverse we need to work hard to ensure that all members are themselves working hard, that everyone is taking their fair share of

Success comes before work only in the dictionary
VIDAL SASSOON

An ounce of performance is worth pounds of promises.
MAE WEST

MONITORING OUTCOMES

No plan is of use unless the outcomes are monitored. We will evaluate the action plan that accompanies this strategy on a twice yearly basis. The outcomes will be delivered to the full membership and a report will be made available on the public area of the EAZA website to update other stakeholders.

It is envisaged that the 2013-2016 and 2017-2020 strategies will be designed such that in 2020 the whole EAZA community will be able to illustrate our collective work for the Decade of Biodiversity and the Aichi Targets in addition to the other work detailed in this strategic document. This current strategy is part 1 and we look forward to providing further updates in the years to come.

