



Strategic Plan

2017-2020

PROGRESSIVE ZOOS AND AQUARIUMS
COLLABORATING TO LEAD ON CONSERVATION



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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.

Cover image: Golden Mantella (*Mantella Aurantiaca*) © Olivier Marquis

FOREWORD

With the approval of the EAZA Strategy 2017 – 2020 by EAZA Council at the Belfast conference the EAZA Membership gave the framework and the direction as to where our Association should develop in the next years.

All of us know that “bad news travels faster than good news” and that we as zoos are confronted with media challenges, where others question our work, in some cases even our right to exist. We can neither ignore this trend nor avoid giving answers; the best reaction is to establish effective communications against such accusations.

The basis of this effective communication is that all Members of our Association strive to achieve the aims of this strategy, which were set by all of us. Working professionally and staying with the facts will be our affirmation for a prosperous future of our zoological gardens and aquariums.

Following another saying that “Rome was not built in a day” it is important that the membership acknowledges the efforts of each Member in its different regions, with all of their different structures and different possibilities.

Being convinced that all Members will do their best to establish procedures to work accordingly to the Standards we gave to ourselves I hope that the new EAZA Strategy will help to consolidate our efforts to address the challenges ahead of us.

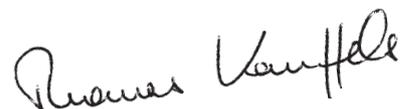
At this point I would like to thank all of the Members for their input into the new strategy



“I commend this strategy to everyone”

and also extend my thankfulness to the Executive Director and the team of the EAZA Executive Office for bringing together all the ideas, wishes and papers.

I commend this strategy to everyone, both internal and external audiences, with a final reminder; the success of this EAZA Strategy relies on the willingness of each and every EAZA Member to become involved and go for it.



Thomas Kauffels
EAZA Chairman

FOREWORD

With over half of us now residing in urban areas, it is no surprise that we have begun to lose our innate connection with the natural world, and with it, our relationship with the precious species with whom we share this planet.

Re-connecting with nature and re-establishing our relationship with the world's species, to whom we owe our very existence, is essential if we are to overcome the many environmental and societal challenges ahead. Perhaps the most urgent of which is the ongoing species extinction crisis, which is pushing many of our precious species to the brink and into extinction at around 1000 times the natural rate.

It is in this context that the role of Europe's zoos and aquariums has never been more important than it is today.

Welcoming millions of visitors through their gates every year, EAZA's members constitute a hugely powerful tool for raising public awareness of biodiversity and its importance to our everyday lives. Furthermore, EAZA's members provide vital support and funding for conservation action in the wild as donors, or through their own programmes, which provide new research and key resources to conservation efforts that are to saving endangered species all over the world.

I therefore strongly endorse the EAZA 2017-2020 Strategy which sets out a clear, targeted and ambitious roadmap for further harnessing and coordinating Europe's zoos and aquariums towards a sustainable future - one that is underpinned by urban populations that feel



ZOOS AND AQUARIUMS NEED TO CONTINUE BUILDING A RELATIONSHIP BETWEEN AN INCREASINGLY URBAN POPULATION AND THE NATURAL WORLD.
© JM DE LLOBET



connected and invested in the natural world that underpins their lives.

I thank EAZA, a long-standing Member of IUCN, for its continued leadership and we look forward to supporting this vital 2017-2020 Strategy over the next three years and beyond.

Inger Andersen
IUCN Director General

ABOUT EAZA

The European Association of Zoos and Aquaria (EAZA) is the largest professional zoo and aquarium association in the world, with 395 Members in 44 countries* throughout Europe and the Middle East, including Members in 26 of the 28 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.

EAZA Members care for tens of thousands of animals, with high standards of welfare employed throughout. Many species thriving in our zoos and aquariums (hereafter termed zoos throughout this strategy) are extinct in the wild or critically endangered, with our work a key role in helping safeguard their future.

We add unique expertise, energy and finance to achieving positive conservation outcomes for wild species. We recognize that species conservation is best achieved as part of a holistic 'One Plan Approach', as defined by the IUCN Conservation Breeding Specialist Group (CBSG). This integrated approach brings together diverse stakeholders to ensure that conservation planning considers actions that all parties, including zoos, wildlife agencies, governments and local communities, can contribute towards conserving species and the habitats they live in.

EAZA Members annually spend tens of millions of Euros on conservation in the wild and further safeguard 100's of species in dedicated management programmes.

We are key economic drivers in our local communities, adding value to the European economy of over €2.5 billion annually. We create jobs both directly and indirectly and demonstrate great longevity, with many of our



EAZA COOPERATES WITH OTHER STAKEHOLDERS ON GLOBAL PROTECTION OF SPECIES SUCH AS BABIRUSA (*BABYROUSA BABYRUSSA*).
© RESTLESS MIND CC

zoos being more than 150 years old.

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, often with connections to national curriculums. EAZA Members also provide a whole range of informal learning opportunities for people to connect with, and be inspired by, nature. Our established Conservation Campaigns engage tens of millions of people in specific conservation messaging and raise much needed funds for projects in the wild. This is 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.

*September 2016



INTRODUCTION TO THIS STRATEGY

Since the previous EAZA Strategy there has been increasing discussion in the media about the roles and value of zoos; what is their place in the ever changing future? EAZA attests that never before, in their long history, have zoos and aquariums been more relevant and important, not only for the conservation of wildlife, but also culturally and scientifically.

EAZA zoos provide a core collective of unique knowledge and experience from which conservation can take place, they offer an essential link to nature, an opportunity to engage with wildlife in a time when more and more of our wild places are disappearing. EAZA zoos are active in numerous of conservation activities relating to securing long-term populations of species in natural ecosystems and habitats. These range from habitat protection to conservation education, from species reintroduction to research and advocacy.

EAZA zoos are immensely popular – an approximate 1.5 billion visits in the Decade of Biodiversity (2011-2020). Zoos add to the cultural mix of cities and towns and provide much needed space where people of all ages and backgrounds can interact and experience the wonder of the natural world. Effective conservation of our planet and its diminishing resources needs everyone to get involved. EAZA zoos provide opportunities for everyone to be inspired by nature and feel empowered to take steps to conserve it.

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.

We are now in the second half of the United Nations Decade of Biodiversity (2011-2020). This strategy has been developed to evidence the key role EAZA zoos play in assisting the world meet the Aichi Targets, the 20 targets for 2020,

One's ideas must be as broad as Nature if they are to interpret Nature, he answered."

ARTHUR CONAN DOYLE

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 have species conservation expertise and can communicate about nature in unique ways which are simply unavailable to other conservation organisations.

This strategy also integrates actions from the UN Sustainable Development Goals aimed at ending poverty, protecting the planet, and ensuring prosperity for all. As a proud member of IUCN and the World Association of Zoos and Aquarium we have also aligned this strategy with theirs. In order to achieve our vision, it is essential that we view our work in the worldwide context. The existing size and diversity of EAZA means that we are well placed to understand, communicate, and be impactful on the global scale which is required for effective conservation. When developing this strategy, we sought input from across our diverse membership, and thus firmly believe it reflects the views of our community.

The following focal areas represent headlines for our work. We have also developed a richly detailed action plan which will guide implementation and aid evaluation.

We hope that in reading this EAZA Strategy for 2017-2020 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.

MAXIMISING THE CONSERVATION IMPACT OF EAZA AND OUR MEMBERS

EAZA zoos are amongst the World leaders in holistic conservation practices. We support conservation via coordinated breeding programmes mandated by the Convention on Biological Diversity and the EU Zoos Directive. In addition, we strive to be a significant contributor to and driving force for global conservation, and towards building the capacity, skills, and resources to prevent species extinction. Zoos are uniquely placed to be truly active conservation centres, providing a physical link from urban centres to the wilderness. This provides a tangible opportunity for people to understand that their zoo visit can help save species, making all visitors conservationists for a day. In these many ways EAZA zoos are able to engage in and support conservation endeavours that contribute to the long-term survival of species in natural ecosystems and habitats.

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 make sure these efforts have impact.

To maximise the conservation impact of EAZA and our Members we will;

- Promote and encourage an increase in in situ and ex situ conservation activities by EAZA Members;
- Develop, coordinate and support EAZA-organised conservation activities;
- Support EAZA Members to meet the Conservation Education Standards to deliver effective programming and content of learning opportunities.

These objectives will be achieved through; development, dissemination and monitoring of our Standards and Guidelines, delivery of professional development and training opportunities, continued expansion of our



SCIMITAR HORNED ORYX (*ORYX DAMMAH*) – CLASSIFIED AS EXTINCT IN THE WILD IN 2000, EAZA MEMBERS HAVE BEEN INSTRUMENTAL IN SAVING AND REINTRODUCING THE SPECIES: © ZSL

Conservation Forum and Conservation Campaigns, and maximizing the use of our networks and partnerships such as that with International Union for the Conservation of Nature (IUCN) to achieve better conservation outcomes. We will look to measure impact via regular evaluations and use of the EAZA Conservation Database.

“The conservation of natural resources is the fundamental problem. Unless we solve that problem it will avail us little to solve all others.”

U.S. PRESIDENT THEODORE ROOSEVELT

LEADING IN ZOO AND AQUARIUM ANIMAL MANAGEMENT AND CARE BY MAINTAINING HEALTHY POPULATIONS AND INDIVIDUALS WITH POSITIVE ANIMAL WELFARE

EAZA is a membership organisation that takes conservation as its primary goal. A key aspect of being able to achieve this is by managing the twin needs of providing positive animal welfare for individuals whilst also maintaining healthy populations of species. EAZA is a forward thinking association able to utilise the knowledge, skills, and research opportunities provided by our Members to ensure we are leaders in zoo and aquarium animal management and care.

With 140 million visits to EAZA zoos each year it is clear that people have an established interest in, and concern for, animals. How can these people be sure that the EAZA zoos they connect with are achieving all their education and conservation goals? They should certainly be able to expect that if they visit an EAZA zoo or aquarium they can do so with a clear conscience that the organisation they are visiting is acting in a humane, compassionate, intelligent and purposeful way.

To maintain populations of animals, zoos must achieve high 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. In addition, we extend excellent veterinary care and work closely with the European Association of Zoo and Wildlife Vets.

In order to lead in zoo and aquarium animal management and care by maintaining healthy populations and individuals with positive animal welfare we will;

"We make the world we live in and shape our own environment"

ORISON SWETT
MARDEN

- Make sure that there is a sound understanding at all levels of the need for participating in collective population management;
- Make sure that managers of EAZA Ex situ Programmes and Taxon Advisory Groups (TAGs) are committed and are provided with full institutional and Association support to successfully run their programmes;
- Develop a fully staffed population management network that professionally supports EAZA's population management programmes;
- Work towards all species that are held in EAZA zoos having; a defined role and purpose explaining why the species is recommended; and goals stating what we want to achieve in terms of managing the population of that species;
- Conduct or actively support scientific research in the field of animal health, welfare, population management and species biology as well as providing excellence in husbandry care;
- Demonstrate animal welfare best practice across EAZA institutions and support the EAZA community in becoming a leading organisation in animal welfare best-practice.
- Ensure continued demonstration of EAZA Standards amongst the EAZA membership and support zoos within and outside the membership to improve.

REPRESENTING THE EAZA COMMUNITY AT THE EU AND WITH APPROPRIATE STAKEHOLDERS TO INFLUENCE RELEVANT POLICY AND GOOD PRACTICE

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 its full implementation across all Member States. As we enter 2017 this important piece of

"Conservation is humanity caring for the future."

NANCY NEWHALL

EAZA MEMBERS STRIVE TO PROVIDE ANIMALS WITH ENVIRONMENTS THAT MEET THEIR WELFARE NEEDS © OCEANARIO LISBOA PEDRO A. PINA





legislation is going through a review process. Irrespective of the outcome of the review we wish to continue 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. EAZA has Members in 26 of the 28 EU Member States and a dedicated lobbyist based in Brussels to help coordinate and represent the EAZA community.

EAZA and its Members know only too well that working together brings greater benefits than can be achieved singly, and with nearly 400 Members we also know that partnerships require care and commitment. We have

FLAGS OF MEMBER STATES
FLY OUTSIDE THE EUROPEAN
PARLIAMENT: F. LO BELLO CC

established Memorandum of Understanding (MoU) with the European Association of Zoo and Wildlife Vets, European Union of Aquarium Curators, European Association of Aquatic Mammals, as well as zoo associations from other regions such as America, Latin America and Africa. These MoUs enable EAZA to both learn from and share best practice towards achieving our joint aims.

We additionally have MoUs with non-zoo based associations such as Botanical Gardens Conservation International and Ecsite (The European network of museums and science centres) recognising our shared ability to coordinate activities towards influencing policy and the millions of people who visit our institutions.

For both conservation and legislative policy to be effective it requires a thorough understanding of the needs of all involved, as well as commitment from stakeholders towards the success of the process. With its diverse membership, range of partnerships and memoranda of understanding, and activities at all levels from national to international, EAZA is well placed to be a vital player in ensuring stakeholder engagement and success.

To represent the EAZA community and influence relevant policy and good practice we will;

- Expand capacity and coordinate efforts to be able to influence relevant policy at the Member State and EU level;
- Make sure that policymakers and regulators at EU level, including MEPs and European Commission staff, are aware of the existence of EAZA and consider it both necessary and useful to consult EAZA on matters concerning biodiversity conservation, animal health and welfare, conservation education, animal-related research and sustainability;
- Review existing and potential partnerships with all professional external stakeholders that are appropriate for reaching the strategic focal areas of EAZA.

COMMUNICATING THE VALUES AND SCIENTIFIC WORK OF PROGRESSIVE ZOOS AND AQUARIUMS BOTH INTERNALLY AND EXTERNALLY

EAZA membership has grown 16% over the four years of the previous strategy. As evidenced by the narrative linked to the other focal areas, EAZA and our Members are also expanding and collaborating on a more diverse range of activities than ever before; bringing us ever increasingly into the public eye. It is also recognised that, due to social media and digital advances, the world is becoming a better connected place where anyone can become an ‘expert’ on an issue. For EAZA to maintain its vision to be the most dynamic, innovative and effective zoo and aquarium membership organisation in Europe and the Middle East we need to adapt to this change in communication methodologies.

Zoos in the past have been somewhat reticent of concisely explaining the challenges they face and the full range of work they undertake. Sometimes answers to questions are not concise enough to be contained in an easy soundbite, sometimes common practice in one country is against the law in another, and sometimes with over 30 different languages amongst EAZA Members nuance is lost in translation. All of which can lead to a lack of understanding from internal Members let alone external stakeholders.

EAZA has to ensure that the wider world is aware of the diverse range of scientifically backed activities led by our zoos that benefit conservation of nature, provide economic security for thousands, and provide social settings for family learning and engagement. Through our strategic plans we are promoting EAZA to demonstrably be the ‘brand’ for standards of good zoos across Europe and the Middle East.

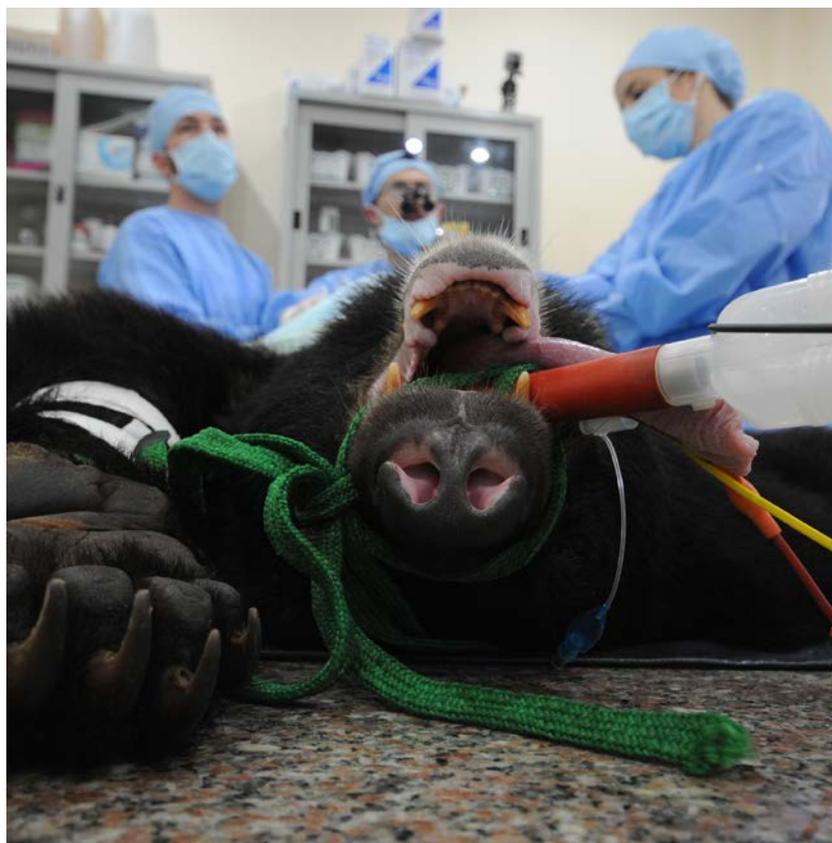
“You can have brilliant ideas but if you can’t get them across, your ideas won’t get you anywhere.”

LEE IACocca

LAPAROSCOPIC SURGERY ON AN ASIATIC BLACK BEAR (*URSUS THIBETANUS*) IN VIETNAM. EAZA MEMBERS CONTRIBUTE SIGNIFICANTLY TO MANY BRANCHES OF ZOOLOGICAL SCIENCE – AND NEED TO DO MORE TO COMMUNICATE THIS. © JON CRACKNELL/FREE THE BEARS/RZSS

Our website is rich in detail and information for any visitor and our quarterly Zooquaria magazine is available to download, providing thought provoking and inspiring articles. It is also vital that EAZA Members are able engage with and actively support the Standards, Guidelines and Statements of the Association With will ensure that we do not fall back on simply what we do now but continually strive to improve our ability to communicate the values and scientific work of progressive zoos and aquariums both internally and externally by;

- Making sure that EAZA is well known amongst all external audiences as the leading organisation that links and represents zoos and aquariums in Europe, facilitating continuous progress in the areas of animal husbandry and display, conservation (in situ and ex situ), education, research and sustainability;
- Making sure that EAZA Members are well-informed about the scientific work and values of the association and are encouraged and enabled to participate fully;





- Making sure that EAZA Members are aware of and have easy access to the codes and guidelines to which they are expected to adhere as Members; and such documents are clearly written;
- Implementing a range of strategies to regularly inform Directors and CEOs of EAZA Members about EAZA activities that are of interest and relevance to them and provide opportunities for them to engage with the association in appropriate ways;
- Developing communications tools to enable

LORD HOWE ISLAND STICK INSECT (*DRYOCOCELUS AUSTRALIS*) – GOOD COMMUNICATION SHOWS HOW ZOOS AND AQUARIUMS WORK TO PROTECT ANIMALS OF ALL TYPES © M. BUSHELL, BRISTOL ZOO GARDENS

- EAZA Members to engage proactively with the public during crises or controversies;
- Promoting EAZA so that it is well placed to find and benefit from fundraising opportunities through greater external awareness of the Association.

CONCLUSION

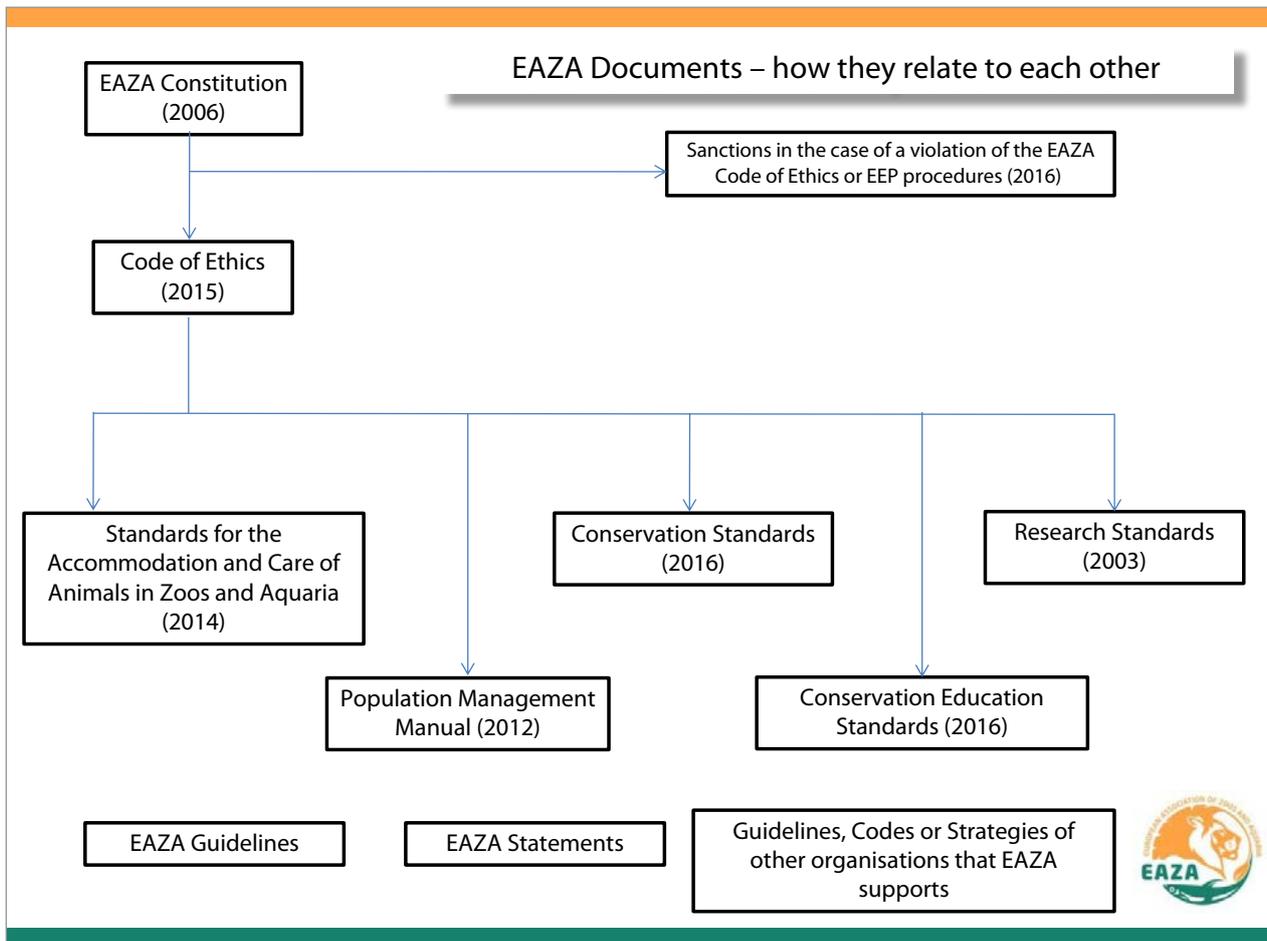
This strategy builds on the ambitions and successes of the previous one so that EAZA continues to have a positive impact on wide ranging conservation activities as well as the populations of species and lives of animals in our care. We will use our unique knowledge and skills in combination with partnership working to influence relevant policy and best practice to the benefit of all; from the smallest and least known animal in our care, to providing spaces for people to connect with nature and each other, to supporting holistic species recovery in the wild.

Our Members are the leading zoos across Europe and the Middle East; they are key economic drivers and a respected voice for nature. Our work is based on scientific evidence and a strong ethos of sharing best practice so that all can continually improve. This strategy is just one way EAZA communicates our values and the importance of the progressive work we lead on so that nature is conserved into the future.

EAZA will evaluate the action plan that accompanies this strategy on an annual basis. The outcomes will be delivered to the full membership to inform our continual drive for improvements. Our achievements will be communicated as widely as possible to further evidence the great work EAZA zoos and aquariums carry out as collaborative leaders of conservation.

“An ounce of performance is worth pounds of promises.”

MAE WEST



Running a zoo or aquarium for ex situ conservation is a complex interaction of science, ethics and culture. A shared set of Standards and documents helps our Members to work together to ensure constantly improving animal welfare, education, research and conservation across Europe and report our progress objectively to our visitors.

The diagram above provides an overview of our guiding documents. EAZA strives to agree on the terminology used for different categories of documents whereby:

- Codes and Standards are mandatory except where otherwise clearly indicated within them.
- Guidelines (EAZA strongly recommends Members to follow) for example:
 - A variety of species specific EAZA Best Practice Guidelines that support the Standards for Accommodation and Care of

Animals in Zoos and Aquaria are continually being made available.

- EAZA Guidelines on the definition of a direct contribution to conservation (2015), EAZA Guidelines on the use of animals in public demonstrations (2014)
- Statements (EAZA's view on a topic. Members should support this position but might not be able to implement it in their institution due to legislative and/or cultural differences) for example:
 - the application of a considered culling policy (EAZA Culling Statement, 2015)

EAZA Members are also encouraged to follow the IUCN Guidelines on the Use of Ex situ Management for Species Conservation (2014) and Guidelines for Reintroductions and Other Conservation Translocations (2013). All documents are available from www.eaza.net under About Us > EAZA Documents

AGILE GIBBON (HYLOBATES
AGILIS) AT BRISTOL ZOO
GARDENS, UK J.LANGFORD CC

