

# Zoo Future 2005

Formulated at the  
1995 Futures Search Workshop of the  
**World Association of Zoos and Aquariums  
(WAZA)**<sup>1</sup>

The background of the central image is a pattern of vertical zebra stripes in shades of green and beige. The stripes are of varying widths and are slightly wavy, creating a dynamic, organic feel.

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Formulated at the  
1995 Futures Search Workshop of the  
**World Zoo Organization — IUDZG**  
(International Union of Directors of Zoological Gardens)

<sup>1</sup> At that time: IUDZG – The World Zoo Organization

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# Introduction(2004)

by Peter Dollinger, Executive Director of WAZA



The 1995 Futures Search Workshop hosted by Cologne Zoo formulated a vision of where WAZA, and where zoos and aquariums, should be positioned in the year 2005. This vision was adopted as a policy document at the 50<sup>th</sup> Annual Conference of the then IUDZG-The World Zoo Organisation held from October 1-5, 1995, at Dublin, Ireland.

WAZA's membership has dramatically changed since 1995. At that time, there were only 136 institutions members, 12 association members and 1 'temporary' member. As of today (July 2004), we have 203 institution members, 19 association members and 6 affiliates, and of course many zoo directors active in 1995 have retired in the meantime. It appears, therefore, appropriate to re-publish *Zoo Future 2005*, even if it's only through the internet, to make the document known to the current constituency, to remind people of what we said in 1995 we wanted to do and to allow for assessing to what extent the 1995 vision has come true, what has really been achieved, which opportunities have been missed, or which anticipated constraints have not occurred.

The present document is an edited version of the paper published in 1995 by the then IUDZG. It does not include the Consultants' Report and the detailed List of Workshop Participants. Terminology has been adjusted to today's use, e.g. the term "The WZO" has been replaced by "WAZA".

The vision of what a world-class zoo will be, or do, in the year 2005 is presented in a tabulation allowing member representatives to assess to what extent their institutions come up to the expectations of the 1995 workshop. Similarly, it is indicated whether or not the tasks assigned to the WAZA Council/Secretariat and the various Committees have been completed or tackled.

Assessing to what extent *Zoo Future 2005* has become a reality will certainly be a very useful exercise before we engage in implementing the new World Zoo and Aquarium Conservation Strategy, which is due to be adopted at the 59<sup>th</sup> Annual Meeting of WAZA.



# Preface (1995)

by Gunther Nogge, President, IUDZG-WZO



Zoological Gardens, in their long history, have been changing continuously. Today, zoos enjoy a wide popularity (with an estimated annual attendance of 600 million people around the world - one-tenth of the world's population). To meet the demands in a world changing so rapidly, it is the role of the World Association of Zoos and Aquariums (WAZA) to offer guidance to the worldwide zoo community so that zoos can contribute more to conservation, be more effective educators, provide for the highest quality of care for their animals, and to be even more enjoyable for their visitors.

In 1993, WAZA (then IUDZG) jointly with IUCN/SSC's Conservation Breeding Specialist Group (CBSG) developed the *World Zoo Conservation Strategy (WZCS)*. The WZCS, the most important document ever produced in the history of zoos, has since been translated into many languages and received much attention both inside and outside the zoo world. Regional zoo associations in Australasia and India have already (by 1995) developed zoo conservation strategies, in order to implement the goals set in WZCS.

To assist WAZA members with further implementation of the WZCS, WAZA conducted a Strategic Planning Workshop, May 12-14, 1995, in Cologne, Germany. The workshop was led by two professional facilitators, Dr. Frances Westley, McGill University, Montreal, Canada, and Dr. Harrie Vredenburg, University of Calgary, Canada, both specialized in management processes related to conservation and environmental protection. At the workshop, a group of 40 people<sup>2</sup> from all parts of the world, with expertise in the areas of conservation, animal welfare, universities, and media, discussed intensively the future evolution of zoos and the role WAZA, has to play in the process.

In presenting the results of this Futures Search Workshop, it is my desire to express my appreciation to all participants for their commitment of time and resources to attend and their valuable input during the meeting; to the facilitators for their excellent leadership through the process; to the editors of the final report, Peter Karsten, Past-President WAZA, and Y. Sherry Sheng, Director, Metro Washington Park Zoo, Portland, Oregon, USA; and the report polishing group, who had to synthesize the outcome of discussions after the meeting.

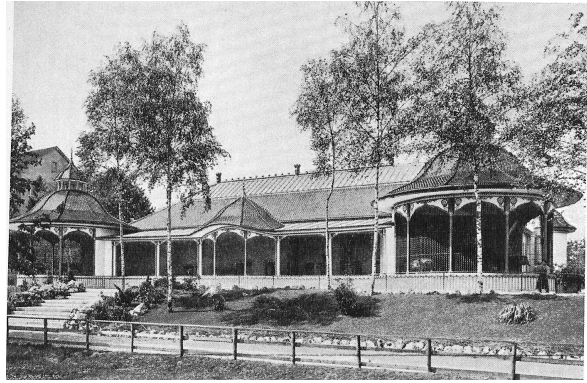
The results of the futures search process, culminating in an action plan *Zoo Future 2005*, now have to be discussed by WAZA membership at the annual conference in Dublin, Ireland in October 1995. After its endorsement, the action plan must be implemented by committed, active members, aided by Council and the International Zoo Secretariat<sup>3</sup>.

If the enthusiasm for zoos that was apparent throughout the Meeting in Cologne is representative of the energy of WAZA membership, the future of zoos is bright!

<sup>2</sup> L.L. Andersen, Copenhagen; D. Ashari, Jakarta; K. Brouwer, Amsterdam; A. Camacho, Puebla; E. Curio, Bochum; F.J. Daman, Antwerp; P. Dollinger, Liebfeld-Bern, N. Flesness, Apple Valley MN; C.H. Hoessle, St. Louis MO; A.J.J.M. van Hoof, Arnhem; C. Hopkins, Mosman; J. Jackson, Fossil Rim; L. A. Johnston, Omaha; P. Karsten, Denman Island BC; J. Knowles, Marwell; W. Labuschagne, Pretoria; A. Lindley, Horsham; T. L. Maple, Atlanta; E. McCane, Brookfield; K.U. Nimmaheminda, Bangkok; G. Nogge, Cologne; H. Pechlaner, Vienna; M. Persanyi, Budapest; G. Phipps, Greenacre; T. Poole, Potters Bar; B. Read, St. Louis MO; M. Rembiszewski, Warsaw; M.H. Robinson, Washington DC; E.K. Scheuch, Cologne; C.R. Schmidt, Frankfurt; A. Schmitt, Mainz; U. Schürer, Wuppertal; U. Seal, Apple Valley MN; S.C. Sharma, New Delhi; Y. S. Sheng, Portland OR; Shu Ling Zeng, Beijing; C. Tudge, London; H. Vredenburg, Calgary; S. Walker, Peelamedu; F. Westley, Aix-en-Provence; R. J. Wheeler, Edinburgh; D. Wildt, Front Royal VA.

<sup>3</sup> Operated at that time by ISIS

# Historical Overview



The World Association of Zoos and Aquariums (WAZA) had its beginning prior to World War II, but was formally founded in 1946 under the name of International Union of Directors of Zoological Gardens (IUDZG).

The IUDZG's functions were to form a progressive leadership organization of high standards. Directors of leading zoos<sup>4</sup> were reviewed and elected into the membership, Members exchanged knowledge and experience in animal husbandry, propagation of species, public education, scientific research, and species conservation matters.

Since its beginning, the IUDZG has generated numerous resolutions to ensure responsible acquisition, trade, and care of animals by its members. Later the primary focus shifted to species conservation, public education, research, and other activities to support worldwide species and habitat conservation strategies.

The IUDZG adopted its new name, World Zoos Organization, in 1991<sup>5</sup> and revised its membership rules to include regional zoo associations. Today, as a true umbrella organization for the worldwide zoo community, WAZA serves the following objectives:

- To promote cooperation between zoological gardens with regard to the conservation, management, and breeding of animals in captivity.
- To promote and coordinate cooperation between national and regional associations and their constituent members.
- To represent zoological gardens in other international organizations and fora.
- To promote environmental education, wildlife conservation, and environmental research.

In 1993, to clearly outline the roles of the zoo community, WAZA published the *World Zoo Conservation Strategy (WZCS)*, jointly with the IUCN/Species Survival Commission's (SSC) Conservation Breeding Specialist Group (CBSG).

The *World Zoo Conservation Strategy* urges the zoo community to:

- Actively support conservation of populations of endangered species and their habitat.
- Promote an increased public awareness of conservation needs.
- Support and facilitate the increase of scientific knowledge that will benefit conservation.

In response to the growing need for coordinated cooperative breeding programmes and collection planning of endangered species on a global level, WAZA established a Committee of Interregional Conservation Coordination (CIRCC) to build critical institutional, regional, and global conservation networks (1993). To further enhance the communication between WAZA and the zoo/conservation community, an International Zoo Secretariat was established, based with the International Species Information System (ISIS) in Minnesota, USA. The most recent step to strengthen WAZA's leadership function is the development of this strategic plan, *Zoo Future 2005*.

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<sup>4</sup> Zoo(s) or zoological garden(s) stands collectively for aquariums, oceanariums, wildlife parks, etc.

<sup>5</sup> changed again to "World Association of Zoos and Aquariums" in 1999

# Global Trends Impacting the Zoo Community



## Increased human impact

Burgeoning population growth and aspirations of people around the globe to more consumptive lifestyles are critically threatening biodiversity and healthy living environments for people as well as animals and plants. At the same time, the isolation from nature (which occurs as more people move to cities) means people are less likely to notice biological events and processes and are unaware of the causes and effects of natural resource consumption and degradation.

- The zoo community must help reverse these trends through targeted education.

## Increased fragmentation and degradation of habitats

As human populations grow, urbanize, and demand more from natural resources, habitats increasingly suffer from pollution, disturbance of ecological balances, and complete destruction. Many animal species require large contiguous ranges and very specific ecological niches. As these ranges and niches are constrained, life-supporting ecological processes can be disrupted, often inadvertently, and the problems often go unrecognized until irreversible damage has occurred.

- Collaboration between *in situ* and *ex situ* population managers can bridge population declines and disruptions.
- The zoo community is highly trained and experienced to participate in intensive small population management.
- The zoo community is well positioned to engage their communities as stakeholders in habitat and species conservation.
- The zoo community is ideally poised to help identify, promote, and familiarize the public with not only high-profile flagship species, but also other species including invertebrates and plants, which lend a sense of gravity and urgency to pleas for life system conservation.

## Increased environmental awareness, but lack of personal action

While environmental awareness is growing, and there is much interest in preserving nature, there is a lack of commitment to individual lifestyle changes and sustainable development that will reverse the negative trends. Attitudes must be changed from “environmental destruction and degradation are a necessary by-product of progress” to “we need to find innovative ways to develop in sustainable ways.”

- The zoo community can and must contribute to the appreciation and understanding of nature and the building of sound environmental ethics.
- At zoos and aquariums, visitors are primed to be receptive to messages about actions they can take in their home and work lives to help animals and their habitats.
- The zoo community can be a catalyst in promoting environmental education, shaping public opinion, and formulating appropriate legislation in support of conservation.
- Zoo environments can help visitors appreciate and learn more about complex plant/animal relationships.

## Increased threats and opportunities from technological advances

Advanced technology often leads to swifter and more destructive habitat degradation. However, technological advances are also invaluable in resource recovery and conservation techniques. New technology for global communication facilitates international fora for addressing conservation strategies and legislation, leading to conventions, treaties, and strategic goal setting.

- The zoo community can use and develop advance technology in breeding and conservation programmes.
- The zoo community can use new communication technologies to facilitate international zoo cooperation and accelerate coordinated actions.

# The Ideal Future



What should a world-class zoo look like in the year 2005? What would it contribute to its visitors, its community and the world?

Futures Search Workshop participants put aside possible constraints and allowed their imagination, creativity, idealism, and dreams to conjure up the answers to these questions. They built on achievements of the past and known objectives for the future. They made their scenarios feasible and desirable, so they and others could believe in them and commit to working for their realization. Following are their results:

## In 2005, a world-class zoo will

*[Members are encouraged to check to what extent their institution has achieved the following goals formulated in 1995:]*

No	Issue	Yes/No	Comments
1.	Immerse visitors into natural habitats, rich in biological diversity.		
2.	Provide multi-sensory experiences that allow visitors to see, hear, smell, and touch... and to have the illusion that the animals live wild.		
3.	Provide a unique contact with nature.		
4.	Offer various ways of obtaining information about animals and their habitat and use technology to impart a message about ecological connections, as well as traditional natural history information, across language barriers.		
5.	Use interactive exhibits to simulate life experiences of animals (i.e. how animals see) and to let visitors try animal activities, explore animal homes, and try adaptive behaviours used by animals.		
6.	Provide a sense and the assurance that the animals are well cared for.		
7.	Make visitors know that the animals exhibited are part of a worldwide conservation programme		
8.	Provide opportunities for visitor interaction with volunteers and staff who can tell them more about the animals and their relationships with them.		
9.	Make visitors feel privileged to be invited to see the zoo.		
10.	Be an ecological park that serves as a zoo, aquarium, science centre, art museum, and botanical garden.		
11.	Let visitors know that the zoo is connected to WAZA, a world umbrella organization, which has prestigious status as a Non-Governmental Organisation (NGO) with the United Nations and other world organizations.		
12.	Contribute to local and worldwide conservation programmes and enable visitors to learn and to see how the zoo interacts with <i>in situ</i> conservation		

	programming.		
13.	Be a place where animals are treasured and shared with the public, to be loved, appreciated, and respected.		
14.	Inspire visitors to conserve and restore the wild in its rich and critical biological diversity.		
15.	Instill reverence for life and generate actions for a better future; help people understand our universal responsibility to preserve the health of our planet.		
16.	Help smaller zoos and developing zoos to succeed.		
17.	Be a sanctuary for life, well supported by the entire community with pride.		
18.	Connect people with actual and <i>in situ</i> habitats through self-initiated exploration.		
19.	Be an obvious resource for conservation and part of the continuum in which zoos and wildlife agencies work together for biodiversity conservation.		
20.	Be an organization without walls, “owned” by the community of citizens, corporations, scientists, educators, and conservationists, which connects that community to the world by preserving biological diversity and recreating the experience of nature.		
21.	Inform visitors of the direct actions and lifestyle changes they can make that would contribute to local and global conservation efforts.		



# Constraints and Opportunities



Many constraints must be overcome to develop the ideal zoo, but there are also many opportunities. Many aspects have a positive/negative relationship which depends on changing events and actions both within and without the zoo community's control. Often, a removed constraint becomes an opportunity, while a missed opportunity may turn into a constraint.

<b>LEGISLATION AND REGULATION</b>	<b>CONSTRAINT</b>	<b>OPPORTUNITY</b>
Trade (CITES, agriculture)	<ul style="list-style-type: none"> <li>Excessive regulations and legislation (often created for other industries) curb conservation programmes, animal movement, etc.</li> </ul>	<ul style="list-style-type: none"> <li>To lobby and inform lawmakers of the need to support conservation programmes.</li> </ul>
Immigration	<ul style="list-style-type: none"> <li>International professional staff exchanges are inhibited by immigration laws.</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue with regulatory agencies can improve scenarios.</li> </ul>
Animal welfare and zoo image	<ul style="list-style-type: none"> <li>Generalized scope of animal welfare rulings inhibits process of <i>ex situ</i> population management.</li> <li>Substandard zoos are not regulated with consistency.</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue with animal welfare groups can improve relationships and lessen hindering legislation.</li> <li>Pro-active stance to legislate standards for zoos will raise zoo standards.</li> </ul>
Legislated support (resources)	<ul style="list-style-type: none"> <li>Poor image and isolation of zoo from community leaders causes loss of support through tax-based resources.</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with political stakeholders and prestigious conservation organizations can raise zoos' profile.</li> <li>Connect with scientific community to collaborate in appropriate study and research.</li> <li>Build on "love for animals" force in community.</li> <li>Initiate volunteer programmes to connect with community.</li> </ul>
<b>RESOURCES</b>	<b>CONSTRAINT</b>	<b>OPPORTUNITY</b>
Public funding, community support, and economic trends	<ul style="list-style-type: none"> <li>Economic down-turns make it hard to operate zoo at world-class level, especially if funding sources have limited growth potential.</li> </ul>	<ul style="list-style-type: none"> <li>Change to entrepreneurial approach to become more economically independent.</li> <li>Pursue new fund-raising strategies.</li> </ul>
Public image and visitor support	<ul style="list-style-type: none"> <li>Zoo critics cause public disillusionment with zoo, resulting in reduced revenues.</li> <li>Effective public relations and marketing demand additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue image-marketing concepts. Tell the true story of the zoo's work, goals, and complexity to the public, authorities, media, and zoo critics.</li> </ul>
Competitive strength	<ul style="list-style-type: none"> <li>Economic down-turn intensifies competition over the public's leisure time/ funds.</li> <li>Low productivity and low competitive strength due to</li> </ul>	<ul style="list-style-type: none"> <li>Initiate competitive marketing; promote value of zoo to community.</li> <li>Attract creative and innovative people to find new energy and ways</li> </ul>

	<p>unmotivated employees and lack of loyalty.</p> <ul style="list-style-type: none"> <li>• Outdated equipment and technology.</li> </ul>	<p>to operate.</p> <ul style="list-style-type: none"> <li>• Retrain staff in new technology; share resources with other organizations who possess them.</li> <li>• Search for donation of equipment and knowledge.</li> </ul>
Distribution of resources from region to region	<ul style="list-style-type: none"> <li>• Uneven distribution complicates setting of common goals and standards.</li> </ul>	Form "sister" relationships with other organizations. Generate funding opportunities in rich regions.
<b>COOPERATION AND INTEGRATION OF FUNCTIONS AND PROGRAMMES</b>	<b>CONSTRAINT</b>	<b>OPPORTUNITY</b>
Mission guidance	<ul style="list-style-type: none"> <li>• Lack of commitment and appreciation of benefits to working cooperatively (internally and externally).</li> </ul>	<ul style="list-style-type: none"> <li>• Develop project team concepts internally and across organizations; develop networks for education, conservation, and scientific study programmes.</li> <li>• Promote WZCS throughout.</li> <li>• Strengthen WAZA to effectively implement <i>Zoo Future 2005</i>.</li> </ul>
Continuity	<ul style="list-style-type: none"> <li>• Frequent staff changes in top management echelons in some countries inhibit long-range plans and multi-year projects.</li> <li>• Inconsistent support to international <i>ex situ</i> programmes places success in jeopardy.</li> </ul>	<ul style="list-style-type: none"> <li>• Widen base of stake holders; form working groups to carry out long-term projects.</li> <li>• Remove obstacles which cause fluctuations, i.e., lack of funding, changing leadership, etc.</li> <li>• Shift stewardship to international working groups, fora, and committees.</li> <li>• Build network and friendship relations.</li> </ul>
Standards	<ul style="list-style-type: none"> <li>• <i>In situ</i> conservation responsibility is hard to sell to local governing authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Make <i>in situ</i> conservation a requirement for accreditation and an international standard at world-class zoos.</li> </ul>
<b>PUBLIC PERCEPTION/ ATTITUDES</b>	<b>CONSTRAINT</b>	<b>OPPORTUNITY</b>
Relationship to nature	<ul style="list-style-type: none"> <li>• Urbanization disconnects public from nature and zoos.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote zoos as places of discovery and enhancement of quality of life for individuals and community, leading to a better image, visitorship, revenue, and support.</li> </ul>
History and biased view	<ul style="list-style-type: none"> <li>• Anti-zoo activists claim zoos are prisons for animals and should not exist. News media pick up on controversy, building negative opinion within the public.</li> <li>• Old structures (protected as historic buildings) do not allow modern exhibit development.</li> </ul>	<ul style="list-style-type: none"> <li>• Although zoos attract one-tenth of world population in visitor numbers and are fun, educational, and aid in conservation, they must proactively promote their contribution to society by building effective media relations.</li> <li>• Zoos must become more communicative and accountable to the public. They must share their challenges with the public, emphasizing <i>in situ</i> work not exhibited in their zoo. They must develop ways to give "ownership" of the zoo to the public.</li> </ul>
Anthropomorphism	<ul style="list-style-type: none"> <li>• Distorted public views give rise to wrong interpretation of animals' behaviour and welfare of animals,</li> </ul>	<ul style="list-style-type: none"> <li>• Create appropriate exhibits and husbandry programmes to enrich natural behaviour of animals.</li> </ul>

	<p>in zoos.</p> <ul style="list-style-type: none"> <li>• Animal behaviour repertoire cannot easily be demonstrated under zoo conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct education programmes to areas of misunderstanding and public concern.</li> <li>• Build on "love of animals" by expanding volunteer programmes and animal sponsorship programmes.</li> <li>• Emphasize global problems and environmental crises. Teach behaviour sciences in zoos.</li> </ul>
Cultural and ethical leadership	<ul style="list-style-type: none"> <li>• Animal rights groups claim to be guardians of animal welfare, discrediting zoos as violators who should not receive public support.</li> </ul>	<ul style="list-style-type: none"> <li>• Take leadership in animal welfare debates and legislation processes in issues concerning the ethical treatment of animals, their welfare, and scientific/professional areas.</li> </ul>

# Action Plan - I

## Build Cooperative Linkages between *In situ* and *Ex situ* Conservation Programmes



### GOAL:

WAZA is committed to species and habitat conservation in the range countries. WAZA recognizes the importance of a flexible and sensitive response to the goals and needs of each country. Only through thoughtful coordination of local and regional conservation programmes can the goals for conservation be achieved globally.

Fragmentation of habitats and wildlife populations are worldwide events across all ecosystems and most vertebrate species.

Zoo professionals are experts in the scientific, intensive management of small populations of threatened and endangered species. Their knowledge and experience can provide powerful assistance in conservation of threatened and endangered species in the wild through direct involvement in range countries, through communication with the public, and through applied conservation research programmes.

Priority for conservation research and adaptive management programmes should be assigned to those programmes that acquire the biological knowledge needed for *ex situ* management, re-establishment of wild populations, and conservation management of wild populations. These programmes need to be established in both wildlife areas in range countries and zoos worldwide where these targeted species are held for display, breeding, and education.

This is an exciting and important time for zoos to develop systematic and realistic scientific conservation programmes all over the world. There are rigorous global and regional cooperative efforts through programmes of individual zoos, regional zoo associations, and the CBSG of the SSC/IUCN. To assume an expanded conservation role, zoos need to become part of a single conservation continuum in which their skills and resources contribute to long-term viability of wildlife in natural habitats. This conservation continuum spans wildlife in natural ecosystems in range countries (*in situ*) to zoo programmes (*ex situ*).

Zoos need to focus on:

1. understanding how conservation policies and mechanisms work in their community ;
2. developing effective functional relationships with zoo and wildlife collaborators in range countries; and
3. facilitating development of working collaborations between range country zoos and their wildlife managers responsible for *in situ* conservation management. Objective facilitation is crucial to this process. CBSG currently provides this critical link and is a resource that should continue to be exploited and expanded.

### Objective I

Encourage and facilitate the efforts of each zoo in the development of an institutional collection plan which supports local, regional, and global species conservation priorities.

WAZA will:

1. Encourage zoos to develop institutional collection plans, to participate in regional and global collection planning, and to utilize the results of the global planning process to guide institutional planning.
2. Encourage zoo record keeping and collection planning based upon participation in the international zoo standard ISIS and Regional Animal Species Collection Planning (REGASP) programmes and use of their software tools.
3. Encourage zoos to establish a conservation based species priority list as part of their collection plan and in collaboration with the regional collection plan.
4. Facilitate (a) standards for studbooks; (b) assembly of priority lists based upon global and regional priorities from the CBSG CAMP process, SSC Action Plans, and IUCN Red Data Book lists; and (c) recognition of accomplishments of individual regions.



## Objective 2

Encourage and support each zoo in playing an active role in species conservation locally, regionally and globally.

WAZA will:

1. Encourage zoos to target a local high priority species and to develop an effective working relationship with local wildlife managers and researchers for joint conservation action and public awareness programmes. Zoos may assist in the process of developing local priorities by sponsoring a regional CAMP for assessment of the status of endemic species.
2. Encourage zoos to participate in national and international species studbook and management programmes for all threatened and endangered species in their collections. Through these programmes, zoos may take responsibility for a threatened or endangered species programme and actively collaborate with regional and international programmes.

## Objective 3

Encourage and facilitate the management of zoo animal collections to provide genetic and demographic security for the species in the wild. To accomplish this, zoo collections need to be managed as part of a population management programme in collaboration with zoos in the range country.

WAZA will:

1. Encourage and facilitate participation of zoos in international studbook programmes for all eligible species held in their collections, marketing of individual animals, and timely submission of data to the studbook keepers, programme coordinators, and ISIS.
2. Encourage collaboration with range country zoos in global management of *ex situ* populations as biological units. Such collaboration may include exchange of staff, genetic materials and scientific information, agreements on breeding plans, and staff participation in training programmes. WAZA can facilitate these programmes by being an information clearinghouse of interests, needs, and reports of active partnerships.
3. Encourage zoos to collaborate with range country institutions in record keeping, training programmes, technology transfer, and research. WAZA will facilitate these activities by providing opportunities to develop collaborations, by sponsoring workshops to identify these needs, and by facilitating development of long-range management plans.
4. Encourage zoos to offer the assistance of their professional staff in local and regional collection planning, collection of information on locally threatened or endangered endemic species, and in facilitating collaboration between institutions. WAZA will facilitate the matching and collaboration of knowledgeable professionals with needs in individual zoos and regions. WAZA encourages the establishment of record keepers at each institution, record keeping standards, and the establishment of an international record keepers working group.

## Objective 4

Encourage collaborative management programmes between zoos and wildlife authorities in the range countries. This will allow many species held in zoos and regional *ex situ* conservation collections to provide genetic and demographic security for the species in the wild.

WAZA will:

1. Encourage zoos to participate in a full range of options for species conservation. Expertise is often needed in areas of husbandry, handling of confiscated animals, taxonomic identification, population dynamics, habitat evaluation, reintroduction, and reproductive biology. Much expertise in these areas is available in zoos. WAZA will facilitate these programmes by collaborating in workshops and by collecting reports for sharing among members and with the press and public.
2. Encourage zoos to increase the proportion of their space devoted to species management programmes for threatened and endangered species. WAZA will facilitate this process by its programmes for establishing priorities for species kept in zoos and providing opportunities for new collaborations through information provided to the International Zoo Secretariat, CIRCC discussions, and meetings and workshops on species management.
3. Encourage preparation of written conservation management plans, prepared in collaboration with the wildlife agency in the range country, for *ex situ* conservation programmes requiring the acquisition of new founder stock from the wild. WAZA will facilitate the organization of Population Habitat Viability Analysis Workshops for such programmes and serve as a clearing-house for all such plans and workshop reports. WAZA will assist in public informed programmes and in keeping the zoo community informed of ongoing programmes.

4. Encourage zoos to seek linkages with one or more protected areas in range countries for species of interest to their programmes. WAZA will facilitate such programmes by serving as an information clearing centre on interested countries, possible protected areas, and interested zoos.

## Action Plan - 2

### Improve Animal Welfare in Zoos



#### GOAL:

*WAZA is committed to the welfare of each animal held by its member institutions. To achieve this goal, WAZA will assist zoos worldwide in raising their standards of animal keeping and husbandry to address physical and psychological needs of their animals. WAZA strongly encourages its members to strive for a healthy collection that appropriately displays a wide range of its natural behaviours.*

There are many benefits to keeping small populations of imperiled species in direct human care. They include: advancing knowledge about these animals, developing practical expertise in their propagation, and the probable perpetuation of some species when their natural habitats are under attack or destroyed.

As zoo professionals labour on behalf of the many threatened and endangered species, they must pay equal attention to the welfare of all animals in their care. Often, broader goals for conservation will gain acceptance and credibility only if zoo animals are perceived to be well cared for and content. Therefore, WAZA needs to set standards for animal care to guide further planning and development of zoos. These standards must be universal in meeting animal needs and relevant to the local context. To encourage worldwide adoption and implementation, these standards must be developed with careful consideration of cultural differences and address regional concerns.

#### Objective 1

Develop global standards and a code of ethics to guide planning and decision-making of zoo personnel.

WAZA will

1. Form a committee on animal welfare.
2. Assemble information on standards and codes of ethics from regional and national zoo associations and develop a *WAZA Code of Ethics*. This code will provide standards in six areas of zoo planning and operation: behavioural needs; nutrition; physical environment; management practices; health care; and record keeping.

The code will also guide decisions in acquisition of animals, including acceptance of confiscated animals; disposal of surplus animals; contraception; euthanasia; mutilations; and relation/cooperation with other animal-keeping persons or organizations.

#### Objective 2

Encourage compliance with WAZA's standards and codes and assist in their enforcement.

WAZA will:

1. Encourage its members to implement the *WAZA Code of Ethics*.
2. Assist regional and national zoo associations in the development or reviewing of formal systems of accreditation (involving inspections) to ensure compliance.

#### Objective 3

Recognize the importance of training, and encourage regional and national zoo associations to develop appropriate training programmes.

WAZA will:

1. Compile information on existing programmes and training facilities and make this information available to members.
2. Encourage funding sponsorship of regional and global workshops and working groups.

#### Objective 4

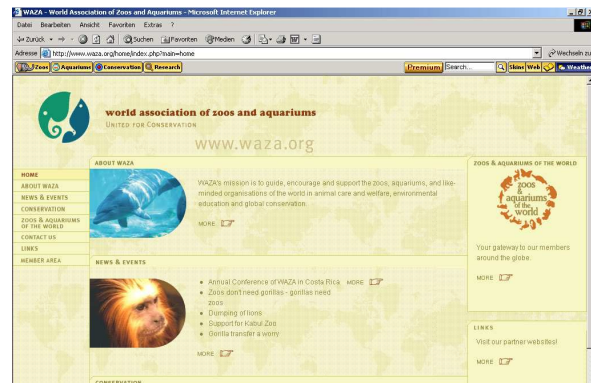
Encourage research projects to benefit zoo animals.

WAZA will:

1. Encourage all zoos to conduct or to cooperate in research projects, which will benefit the welfare of individual animals as well as populations kept in zoos.
2. Collate results of research work in this field and disseminate them to members.

## Action Plan - 3

### Build a Worldwide Network



#### GOAL:

*Through its membership WAZA is committed to developing a global network of zoo personnel, zoological institutions, and regional associations. Enhanced communication tools and sharing of data can help strengthen the integration of zoo-based conservation programmes. The successful implementation of the WZCS relies on collaboration among zoos and regional associations worldwide.*

While much valuable expertise is in the hands, hearts, and heads of zoo professionals worldwide, there needs to be more interaction among zoo professionals. A stronger world zoo network will provide important and necessary linkages for the zoo community to integrate its efforts in conservation. It will also help zoos interact beneficially with important local organizations in their community, such as local governments and their officials, universities, and museums.

WAZA is committed to the objectives of promoting cooperation among zoos, and among national and regional zoo organizations; to representing zoological gardens in other international organizations and fora; and to advancing environmental education, biological conservation, and environmental research.

The WZCS was developed after careful and deliberate consideration of how zoos can contribute more to conservation. There is wide recognition that collaboration is critical to reaching many goals laid out in the WZCS. This collaboration involves both individual institutional members of WAZA around the world, and very importantly, regional associations. These regional bodies directly represent the vast majority of the world's zoos, and are best positioned to be sensitive to cultural and economic differences in implementing the WZCS regionally.

#### Objective 1

Assist regional associations in their further development of resources and capacity for conservation.

WAZA will:

1. Assemble and update comprehensive membership information on association members.

2. Facilitate the development and effective growth of regional organizations by assembling and sharing organizational materials such as bylaws, accreditation programmes, and collection planning from other regions, etc.
3. Encourage the use of ISIS to achieve standardized information on zoo collections.
4. Identify and overcome obstacles that prevent WAZA members from joining ISIS.
5. Encourage development or sound regional plans by adoption of REGASP and interchange of planning information with others worldwide.
6. Provide a forum (CIRCC) for exchange of information and development of cooperative conservation programmes among regions.
7. Encourage partnerships among member zoos, regional associations, and particularly among organizations between developing countries and developed countries.

## **Objective 2**

Implement the WZCS.

WAZA will:

1. Assist each regional association in developing regional conservation strategies for the implementation of the WZCS.
2. Encourage open, honest, and fair exchange of specimens among the regions, directly between zoos wherever possible. ISIS and REGASP are proven tools to assist with these exchanges.
3. Recognize formally member zoos and regional associations for outstanding efforts in implementing the WZCS.

## **Objective 3**

Encourage and facilitate training of zoo personnel.

WAZA will:

1. Compile and disseminate available resource materials in keeper training curriculum, education, etc. to member institutions and regional associations.
2. Develop a Specimen ID Kit, including documentation and equipment.
3. Endorse regional and multi-regional training workshops.

## **Objective 4**

Establish effective global communication to share knowledge, skills, and expertise.

WAZA will:

1. Create a WAZA Newsletter for distribution to members. WAZA will encourage its members to duplicate and translate the newsletter for further distribution to interested constituents.
2. Establish an electronic forum and contribute to its use.
3. Make appropriate revisions to the format and content of the annual conference to support and strengthen global communications.

## **Objective 5**

Support sharing of specialized information through establishment of committees.

WAZA will:

Adjust its committee structure to one having these committees and working units:

- Council/Secretariat
- Membership Committee
- Committee on Interregional Conservation Coordination (CIRCC)
- Committee on Ethics and Animal Welfare
- Marketing/PR/Education Committee



# Action Plan - 4

## Improve Public Perception, Understanding, and Appreciation of Zoo Missions



### GOAL:

*WAZA is committed to clarifying and communicating the mission of zoos as articulated in the WZCS to the press and public. Improving public perception and enhancing community support for zoos of the world is requisite to WAZA's ability to achieve its conservation programmes.*

Zoos enjoy strong support worldwide. They are popular places to visit. They continue to grow as important educational institutions. In the past decade, many of the world's zoos have also become conservation centres as zoos endeavour to breed endangered species and protect their habitats. In this process, zoos have significantly advanced scientific knowledge about many species.

Accomplishments of zoo-based conservation and breeding programmes are just becoming evident. Zoos are increasingly successful in maintaining self-sustaining, genetically viable populations. Today (i.e. as of 1995), the world's zoos cooperate in managing 220 taxa held in their collections.

Despite the need for and success of zoo conservation programmes, there is not universal recognition of the critical, constructive roles zoos have played, and are still playing, in conserving endangered and threatened species.

Public perceptions of zoological institutions often are rooted in misconceptions. Sleeping or inactive animals may be seen as bored animals; old style animal enclosures may be criticized due to their appearance, regardless of the simplicity or complexity of furnishings. In recent years, concerned individuals have become more vocal in their objections to the concept of keeping animals in zoos. Such viewpoints have renewed debates on effective strategies to save species from extinction.

Conservation is central to the mission of zoos. How zoos are understood and supported by their communities is critical to the success of zoo conservation and education programmes. While the focus of WAZA, in the past, has been on propagation of rare and endangered species, it now recognizes the need to broaden its focus. WAZA is prepared to reach out to public policy makers, the press, and citizens of the world. WAZA will provide leadership in guiding a cohesive public information and marketing effort, and ensure that accurate, factual information is the basis for this effort. It will rely on zoos and regional associations to carry out and coordinate these efforts.

### Objective 1

Develop a better understanding of our audiences to facilitate effective communication.

WAZA will:

1. Collect existing information on public opinion, public perception, and successful image marketing programmes from member zoos.
2. Exchange results of public opinion surveys which were conducted to identify issues and misconceptions, test awareness or zoo conservation programmes, clarify public expectations of zoos, and measure support for zoos.
3. Share survey results with WAZA members.

### Objective 2

Articulate WAZA vision and mission as a focus for communications to members and press.

WAZA will:

1. Adopt a new vision and mission statement at the WAZA 1995 annual meeting.

2. Use vision and mission to guide WAZA decisions and programmes.
3. Encourage and support WAZA members in sharing vision and mission with their constituents.
4. Develop a logo for use by WAZA and its members in implementing WZCS.
5. Make appropriate changes, if needed, to WAZA constitution and organizational structure to support and implement the new mission and vision.

### **Objective 3**

Develop public information programmes to address issues that surface from the public opinion surveys.

WAZA will:

1. Organize symposia on those issues that are of strong interest to the public and press.
2. Present to the council and membership for discussion the possible dissemination of a pilot symposium on bioethics.
3. Stimulate discussions among WAZA membership to identify and prioritize topics for inclusion in WAZA 1996 annual conference.

### **Objective 4**

Increase public awareness of zoo mission, programmes, and achievements.

WAZA will:

1. Initiate discussion with International Zoo Educators (IZE) to strengthen linkages between the two organizations and seek support from IZE in implementing WZCS.
2. Ensure press coverage of WAZA annual meetings and other significant events.
3. Form a marketing committee to carry out marketing programmes.
4. Provide newsworthy information to WAZA members for use in their publications.
5. Compile sample publications (from above activity) and track press coverage of WAZA.

### **Objective 5**

Be a resource to the world's zoos and encourage further development of each zoo.

WAZA will:

1. Assess information needs in areas such as exhibit design, interpretive plans, education and outreach programmes, marketing campaigns, and fund development.
2. Formulate a plan to collect useful information and recommend actions to Council.
3. Develop and carry out approved programmes.

# Task Assignment



## Abbreviations used:

- D** Done
- O** Ongoing
- I** Initiated
- P** Pending

## I. Council/Secretariat

No	Tasks	Status	Comments
1.	In addition to the already existing committees (membership, CIRCC), form new committees for areas such as "animal welfare/ethics" and "marketing/education."	<b>D</b>	Ethics and Animal Welfare Committee Conservation Committee Marketing Committee Aquarium Committee Programme Committee Nominating Committee 2003: Education Committee
2.	Make appropriate changes, if needed, to WAZA constitution and organizational structure to support and implement the new mission and vision.	<b>D</b>	1999: Revision of By-Laws 2001: Establishment of the WAZA Executive Office in Berne with full-time director 2002: Council adopts Organizational Guidelines 2003: Revision of By-laws 2004: Revision of By-Laws
3.	Make appropriate revisions to the format and content of the annual conferences to support and strengthen global communication and cooperation.	<b>D</b>	Time allocated for the various Committees 2001: Meeting with Regions established 2004: Workshops on WZACS follow-up
4.	Stimulate discussions among WAZA members to identify and prioritize topics for inclusion in WAZA annual conferences.	<b>D</b>	Delegated to Programme Committee As from 2002: conference evaluation
5.	Develop a WAZA Newsletter for distribution to all members. WAZA will encourage regional and national associations to duplicate and eventually translate the Newsletter for future distribution.	<b>D</b>	2002: WAZA News for members (3 issues per year) 2002: WAZA Magazine for wider distribution (2 issues per year), often co-sponsored by regional / national association or by institutions
6.	Establish an electronic forum and contribute to its use.	<b>D</b>	2001: Contract with Beyond etc. 2002: <a href="http://www.waza.org">www.waza.org</a> goes online 2003: Management of web site taken over by WAZA Executive Office, employment of part-time webmaster 2004: 'Members only' area opened

## II. Membership Committee

No	Tasks	Status	Comments
1.	Assemble and update comprehensive information on the membership.	<b>D</b>	2003: "How to join WAZA" leaflet available on paper and online
2.	Facilitate the development and effective growth of regional and national organizations by assembling and sharing organizational materials, such as bylaws and accreditation programmes, from other regions, etc.	<b>O</b>	As from 2002: collection of by-laws etc. by the WAZA Executive Office
3.	Encourage partnerships among member zoos and regional associations particularly among organizations between developing countries and developed countries.	<b>I</b>	2004: Proposal submitted to Mid-Year Council Meeting. Task re-allocated to Ethics and Animal Welfare Committee
4.	Encourage and support its members in sharing vision and mission with their constituents.	<b>D</b>	1995: By the original publication of this document 2004: By the online publication of the present version containing a checklist for zoos.
5.	Encourage open, honest, and fair exchange of specimens among the regions, directly between zoos whenever possible.		(This should be re-allocated to the Ethics and Welfare Committee cf. Proceedings 50 <sup>th</sup> Annual Conference p. 27)
6.	Formally recognize zoos and regional associations for outstanding efforts in implementing the WZCS <sup>6</sup>	<b>D</b>  <b>O</b>	1996: Heini Hediger Award Guidelines adopted  1995: Heini Hediger Award to George Rabb and Ulie Seal 1998: Heini Hediger Award to Jeremy Mallinson 1999: Heini Hediger Award to Bill Conway 2001: Heini Hediger Award to Roger Wheeler 2004: Heini Hediger Award to *****

## III. Committee on Interregional Conservation Coordination (CIRCC)

No	Tasks	Status	Comments
1.	Provide a forum (CIRCC) for exchange of information and development of cooperative conservation programmes among regions.	<b>D</b>	1993: Committee formally established 1996: Mission statement and various policies adopted 2003: List serve established
2.	Encourage the use of ISIS to achieve standardized information on zoo collections.	<b>D</b>	2003: Resolution on ISIS & ZIMS
3.	Identify and overcome obstacles that prevent WAZA members from joining ISIS.	<b>D</b>  <b>O</b>	Discussions at through various fora (ISIS Board, CIRCC, ISIS Futures Search, the Global Animal Data Group, International Animal Data Information Standards, etc.) identified as key impediments: <ul style="list-style-type: none"> <li>significant functionality issues</li> <li>cost impediments, particularly for (financially) small operations or zoological institutions in developing countries)</li> </ul> 2002: ISIS Stakeholder consultation process initiated. 2003: Technical documentation for major system rebuild (ZIMS) complete Launch of ISIS Capital Campaign to fund system rebuild 2004: Software developer contracted to build new system 2003: Review of ISIS membership fee structure 2004: Implementation of new fee structure, with

<sup>6</sup> Recognition is awarded to individuals.



			consequent reduction of fees for institutions with fewer resources
4.	Encourage and facilitate participation of zoo in coordinated breeding programmes for all eligible species held in their collections, marking of individual animals, and timely submission of data to the studbook keepers, programme coordinators, and ISIS.	<b>D</b> <b>O</b>	Development of the regional collection planning ethic through Taxon Advisory Group system.  1997 Development of the WAZA position statement on institutional and regional collection planning. 1998 Endorsement of the REGASP software as the standard for collection planning  Distribution of REGASP throughout the ISIS network. Use of the REGASP software as a tool to share regional collection planning data across Australasia, North America & Europe. Routine sharing of regional programme data amongst all WAZA association members through the CIRCC network.
5.	Develop a Specimen ID Kit, including documentation and equipment.	<b>O</b>	Specimen records and ID standards in operation in several regions (e.g. AZA, EAZA, ARAZPA)
6.	Facilitate (a) standards for studbooks; (b) assembly of priority lists based on global and regional priorities from CSBG Conservation Assessment Management Plan (CAMP) process, SSC Action Plans, and IUCN Red Data Book lists; and (c) recognize accomplishments of individual regions.	<b>D</b> <b>O</b>	a) Studbook standards shared between all WAZA association members through the CIRCC network. The European, African, Mesoamerican and Australasian regions all agree on a common studbook standard.  b) Incorporation of CBSG and IUCN data in the REGASP collection planning software.
7.	Encourage development of sound regional plans by adoption of REGASP and interchange of planning information with others worldwide.	<b>D</b>	1999 Endorsement of the REGASP software as the standard for collection planning  Distribution of REGASP throughout the ISIS network. Use of the REGASP software by the Australasian, North American & European regional associations.
8.	Encourage zoos to develop institutional collection plans, to participate in regional and global collection planning, and to utilize the results of the global planning process to guide institutional planning.	<b>O</b>	1997 Development of the WAZA position statement on collection planning. 1999 Adoption of REGASP to share collection planning data at global, regional and institutional level. Allows institutions to plan in the context of global planning and regional data.
9.	Encourage zoos to establish a conservation-based species priority list as part of their collection plan and in collaboration with the regional collection plan.	<b>P</b>	
10.	Encourage zoos to increase the proportion of their space devoted to species management programmes for threatened and endangered species. WAZA will facilitate this process by establishing priorities for species kept in zoos and providing opportunities for new collaborations through information provided to the International Zoo Secretariat, CIRCC discussions, and meetings and workshops on species management.	<b>O</b>	1997 Development of the WAZA position statement on institutional and regional collection planning.  2003 Adoption of the WAZA inter-regional programme concept to facilitate global planning for priority species. 2003 Adoption of a system for prioritising the development of international studbooks and development of inter-regional and global species management plans. 1997 – 2003 Administration of WAZA training grants focussing (in part) on records

			keeping, studbook and population management training.
11.	Assist each regional association in its development of regional conservation strategies for the implementation of WZCS.	<b>P</b>	
12.	Encourage zoos to collaborate with range-country institutions in record keeping, training programmes, technology transfer, and research. WAZA will facilitate these activities by providing opportunities to develop collaborations, by sponsoring workshops to identify these needs, and by facilitating development of long range management plans. Such collaboration may include exchange of staff, genetic materials and scientific information; agreements on breeding plans; and staff participation in training programmes. WAZA can facilitate these programmes by being an information clearinghouse of interests, needs, and reports of active partnerships.	<b>O</b>	1996: Policy statement on professional training and technology transfer. As from 1997: CIRCC Training Grants 2003 Adoption of the WAZA inter-regional programme concept to facilitate global planning for priority species.
13.	Encourage zoos to offer the assistance of their professional staff in local and regional collection planning, collection of information on locally threatened or endangered endemic species, and in facilitating collaboration between institutions. WAZA will facilitate the matching and collaboration of knowledgeable professionals with needs in individual zoos and regions.	<b>O</b>	1996: WAZA Policy statement on professional training and technology transfer focuses on building on-going relationships between regions, institutions and individuals.  Allocation of WAZA Training Grants prioritised according to above WAZA policy.
14.	Encourage zoos to participate in a full range of options for species conservation. Expertise is often needed in the areas of husbandry, handling of confiscated animals, taxonomic identification, population dynamics, habitat evaluation, reintroduction, and reproductive biology.	<b>P</b>	
15.	Encourage zoos to seek linkages with one or more protected areas in range countries for species of interest to their programmes. WAZA will facilitate such programmes by being an information clearing centre on interested countries, possible protected areas, and interested zoos.	<b>P</b>	
16.	Encourage zoos to target a local high priority species and to develop an effective working relationship with local wildlife managers and researchers for joint conservation.	<b>P</b>	

#### IV. Committee on Ethics and Animal Welfare

No	Tasks	Status	Comments
1.	Assemble information on standards and codes of ethics from regional and national zoo associations and develop a <i>WAZA Code of Ethics</i> . This code will provide standards in six areas of zoo planning and operation behavioural needs; nutrition; physical environment; management practices; health care; and record keeping. The code will also guide decisions in acquisition of animals, including acceptance of confiscated animals; disposal of surplus animals; contraception; euthanasia; and relations/cooperation with other animal keeping persons or organizations.	<b>O</b>  <b>D</b>  <b>I</b>	Collection of standards by WAZA Executive Office (Legislation) and ISIS (Studbook Library)  1999: Code of Ethics adopted 2002: Code of Animal Welfare adopted 2003: Code of Ethics and animal welfare unified in one document. 2004: Code of Research in Zoos under preparation
2.	Encourage its members to implement the <i>WAZA Code of Ethics</i> .	<b>O</b>	Members have to sign a MOA on the Code of Ethics and Animal Welfare
3.	Present to its membership for discussion recent information on ethics and welfare.	<b>(O)</b>	To some extent, e.g. support to Kabul Zoo, air transport

4.	Assist regional and national zoo associations in the development or reviewing of systems of accreditation (involving inspections) to ensure compliance.	<b>P</b>	
5.	Compile and disseminate available resource materials, such as keeper training curriculum and educational materials, to member institutions and regional associations.	<b>P</b>	(This should be re-allocated to the new Education Committee)
6.	Compile information on existing programmes and training facilities and make this information available to members.	<b>P</b>	(This should be re-allocated to the new Education Committee)
7.	Endorse regional and multiregional training workshops on animal welfare and ethics.	<b>D</b>	As from 1997: CIRCC Training Grants – some of the workshops sponsored related to animal welfare too 2003: Rigi Symposium on the ramifications of the reproductive management of animals in zoos
8.	Encourage all zoos to conduct or to cooperate in research projects which will benefit the welfare of individual animals as well as populations kept in zoos.	<b>P</b>	
9.	Collate results of research work in this field and disseminate them to WAZA members.	<b>P</b>	

## V. Marketing/PR/Education Committee

No	Tasks	Status	Comments
1.	Collect existing information on public opinion, public perception, and successful image marketing programmes from member zoos.	<b>(O)</b>	This is, to some extent, covered by papers presented at the Zoo Marketing Conferences
2.	Conduct a public opinion survey to identify issues and misconceptions, test awareness of zoo conservation programmes, clarify public expectations, and measure support for zoos.	<b>P</b>	(Costs/benefits of such an exercise should be evaluated)
3.	Share survey results with WAZA members.	<b>P</b>	
4.	Adopt a new vision and mission statement at WAZA 1995 annual meeting.	<b>D</b>	2003: Revised version adopted
5.	Use vision and mission to guide WAZA decisions and programmes.	<b>O</b>	This is actually not a Marketing Committee issue but concerns Council as a whole and the Executive Office.
6.	Develop a logo for use of WAZA and its members in implementing WZCS.	<b>D</b>	2000: Logo adopted 2001: Strap line adopted 2002: 'Member of WAZA' sticker 2003: 'A WAZA Project' sticker. 2003: 1 <sup>st</sup> in situ project branded (waldrapp) 2004: Logo available on-line. 2004: By August: 6 more projects (waldrapp (2), Przewalski's horse (2), Luambe National Park, cotton-top tamarin) branded.
7.	Organize symposia on those issues that are of strong interest to the public and press.	<b>O</b>	1997: Zoo Marketing Conference Aalborg 1999: Zoo Marketing Conference Amsterdam 2001: Zoo Marketing Conference Tenerife 2003: Zoo Marketing Conference Budapest 2003: Rigi Symposium I 2005: Zoo Marketing Conference Münster Rigi Symposium II
8.	Ensure press coverage of WAZA annual meetings.	<b>O</b>	Initiative largely sometimes left to local organisers. 1995: Media release on Zoo Future 2005 1998: 2 press releases 2000 Press release on new identity 2003: Media Release issued at 58 <sup>th</sup> Conference.

9.	Compile sample publications (from above activity) and track press coverage of WAZA.	<b>P</b>	
10.	Provide newsworthy information to WAZA members for use in their publications, marketing campaigns, and fund development.	<b>(O)</b>	To some extent done by dissemination of WAZA Media Releases.
11.	Initiate discussion with International Zoo Educators (IZE) to strengthen linkages between the two organizations and seek support from IZE in implementing the WZCS.	<b>D</b>	2002: IZE becomes an Affiliate Member of WAZA. 2002: WAZA and IZE Annual Conferences held in conjunction. 2003: IZE collaborates in development of new WZACS. 2003: Establishment of separate Education Committee. 2004: WAZA provides financial support to IZE scholarship programme. 2004: WAZA President gives Keynote address at IZE Conference. 2005: German Zoo Educators will provide German translation of new WZACS.
12.	Assess information needs in areas such as exhibit design, interpretive plans, education, and outreach programmes.	<b>P</b>	No assessment done but information on exhibit design provided by linking ZOOLEX to the zoo pages of the WAZA web site.

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