

**Guidelines
for
Developing
Mechanism for Mobilizing
Financial Support for Supplementing
Management of Zoos**



**केन्द्रीय चिड़ियाघर प्राधिकरण
Central Zoo Authority**

2013

Guidelines for Developing Mechanism For Mobilizing Financial Support For Supplementing Management of Zoos

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 - Zoo Directors - participated at Kolkata during "Directors Workshop - 2012".

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PREFACE

The Central Zoo Authority is a statutory body under the Ministry of Environment and Forests, Government of India, established in 1992 to oversee the functioning of zoos in India and provide technical and other assistance to zoos.

It has been realized over this period that zoos need to make their operations sustainable through judicious use of available resources, and use various marketing tools to raise funds for attaining financial stability for upkeep of animals complying with various standards as per the guidelines, Recognition of Zoo Rules of CZA. This has to be done without any compromise on the welfare of animals, both in their collection and towards their conservation goals.

During the 56th Meeting of the Technical Committee of Central Zoo Authority held on 22nd December, 2010, it was desired that there should be guidelines to tap financial resources from various institutions to harness additional financial resources for supporting better management of zoos. Therefore, a committee comprising Sh. S. K. Patnaik, Sh. S. K. Mishra, Dr Vibhu Prakash, Dr Erach Bharucha was constituted to frame "Guidelines for Developing Mechanism for Mobilizing Financial Support for Supplementing Management of Zoos".

The draft guidelines were developed and fine-tuned with the help of Wildlife Institute of India, Dehradun, and circulated among all members of the Technical Committee of the Central Zoo Authority. The amended guidelines were thereafter recommended with amendments and deliberations.

The draft guidelines were further scrutinized by Ministry of Environment & Forests (MoEF) and revised draft guidelines were uploaded on the website of MoEF seeking comments/ suggestions from civil society, scientists, stakeholders and the public at large. After assessment and incorporation of the comments received, the revised guidelines were finally approved by the Honourable Minister of State (IC), Environment and Forests.

Although zoos are basically the responsibility of State Governments or zoo operators, the CZA has been providing financial assistance to zoos for improvement, apart from its technical and supervisory functions. Nevertheless, even this *effort* is not adequate and State Governments/ zoo operators have not been able to raise adequate resources. This induced the CZA to organize directors workshop in 2010 with the focal theme of "Marketing and Fund Raising". After several discussions and sharing of experiences, especially with delegates from Singapore Wildlife Reserves, Singapore comprehensive recommendations were made for marketing, fundraising and resource management. This forms the source for the present guidelines. I must emphasise that the zoo directors/ operators must bear in mind that fundraising should not be donor-lead, but linked to programs with a clear vision of conservation and development.

(B. S. Bonal)
Member Secretary
Central Zoo Authority

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Introduction:

The Zoos in India are mainly under the control of State Government, however, few zoos are managed by Municipal and private organisations. The Zoos are mainly located in the city suburbs with relatively large green areas and with a natural ambience. Zoos have transformed over the years from small menageries to Zoological park/ biological park where animals are exhibited in large naturalistic ecosystem based enclosures. The zoos regularly attract large number of visitors as they exhibit animals not easily seen in the wild.

Zoos are conservation centres with a large potential to educate visitor and develop understanding and empathy for wildlife. They serve as institution of knowledge and learning about the life history of captive animals.

The zoos need to make their operations sustainable through judicious use of available resources, using various marketing tools to raise funds for attaining financial stability without compromising on the welfare of animals in their collections and conservation goals.

Organizations and individuals with a strong sense of responsibility towards nature and ecosystem integrity are keen to associate and donate funds for the development and growth of zoos. As most of the zoos are operated by governments, certain restriction on raising and utilization of such funds exists hence guidelines, procedures and mechanism may help the zoos in raising funds.

The zoos run by trusts and private sector may also use these guidelines for availing benefits. It is true that unless zoos have best marketing strategy they cannot tap the financial resources from the organizations and private individuals. Zoos can be self sustaining and financially stable if they can raise funds through innovative marketing. A workshop on marketing, fund raising, and resource management was organized by the Central Zoo Authority at Kolkata from 27th -30th April 2009 in collaboration with Zoological Garden, Alipore to discuss the marketing and fund raising opportunities for the zoos in India. More than 27 zoo directors and 2 International resource persons from Singapore attended the workshop. Following practices may be adopted in marketing and fund raising in zoos:

Zoos as Conservation Centres:

Zoos exhibit a large variety of wild animals with potential to attract visitors keen to know about the wildlife resource of our country. Zoos can be developed into knowledge houses by innovative nature education and interpretation strategy. Zoos can reach out to the general public, educational institutions and develop partnership in the field of wildlife conservation and education. The ex-situ and in-situ conservation linkages can be leveraged to make zoos centres for study and research on natural resource management. The zoos should formulate strategy to market itself through dissemination of information on its exhibits.

Zoos Finance Models:

Zoos have a large variety of animal housed in natural ecosystem based enclosures. The animals still maintain their natural traits in the restricted environment and are natural panorama of the wilderness. Zoos' advantage is the natural aesthetics and ambience which is lacking in urban areas and which people desire. The empathy towards animals and the sylvan-surrounding evoke the emotional cords of human beings and they begin to associate and identify themselves with the cause of conservation of species and habitat. Zoos' business model should reflect the natural yearning of human beings to conserve pristine habitats and wildlife

The sections of society, institution and organisation should have a means of knowing about the purpose, objectives and mandate of organisation. This can occur through dissemination of information not only through words of mouth but by a sustained effort through print and electronic media.

The zoos under Government control are not free to openly canvass for raising funds as the maintenance funds are allotted by Govt and the zoo managers do not consider it as important part of their activity. It is necessary that the state govt should explore avenues to make zoos self sustaining and financially sound so that the welfare of animals do not suffer.

SWOT Analysis

Each zoo should carry out a SWOT analysis and develop a financial business model based on its core strength and enter into a dialogue with organizations and private individuals to support the zoos for conservation. The zoos have to decide the marketing module best suited to their strengths. SWOT analysis can indicate your current position and the way forward. It can give insight to your strength, sphere of your excellence, your advantages, valuable assets and resources, visitor perception of your strength. It can also give you areas of your weakness, where you can do better, locate your weak areas of management, your vulnerability. The opportunities in an ex-situ conservation facility with respect to Conservation breeding, education and research, green initiatives and education are immense and we need to capitalize on them. The zoos are facing criticism on Animal ethics and welfare and media perceive them as vulnerable entities. Internally and externally there are threats to its progress and growth in spite of good legislation, rules and guidelines. The zoos have to reorient themselves and incorporate significant changes in the outlook of the management and keep abreast with new technologies, concepts and ideas emerging in management of animals.

The first step towards economic viability of zoos is to:

Developing a Zoo Finance Model

Your finance plan needs to cover the following:

- a. The market,
- b. Market segmentation,
- c. Consumer analysis,
- d. Competition,
- e. Zoo Activity features and benefits,
- f. Competitive analysis,
- g. Positioning,
- h. Advertising and promotion,
- i. Sales,
- j. Research and development, Operations,

- k. Visitors- the target group,
- l. Professional Financial Projections

This exercise will create a business model innovation; understanding the logic through which the business can create and deliver value for the customers/clients.

Set up a Finance Unit

Zoos should first set up a separate unit deploying existing staff if available. In case expert opinion and advice is required, zoo should hire consultants to manage this unit.

The Important features for your Zoo Finance setting

- a. Clear Objectives
- b. Your Mission Statement
- c. Your Keys to Success

The Finance vision should be clear. How far you can work and achieve under the existing Govt norms. Do you need to set up a special purpose unit under a society model.? Will the state govt agree to this dispensation? How you can convince the govt to give you the powers to raise and deposit funds and also plough back and revolve the funds from entry fees and other collections. You have to develop the vision and strategy for management and business. For this set out the guiding principles and ethics.

Maximise Strengths

Location, surrounding, natural landscape and water bodies etc What is your zoo known for, your hallmark, find it, develop it and make your position statement in society. Develop rapport with other organisations private or govt in entertainment and allied sector. How your zoo has adapted to the changing role and philosophy about wildlife. What is your visitation and market share as compared to other natural landscapes and entertainment centres. How to increase your market share. You have to make the system of governance and management work for you. Your vision should be to become a major and important natural resource recreation and learning centre in your city with a top position. Most important is to develop your brand and then

strategically associate and align with other supporting business (theme park, botanical garden, transport sector, caterers etc) What is your target audience, do you have a separate and exclusive niche audience. You may have to revise tariff rates and operating hours to strategically take your business forward.

Zoos Dilemma

The Govt zoos bound by rules framed for govt service, finance, maintenance procedures etc can not effect any changes deviating from govt procedures and feel themselves restricted in executing new ideas and business concepts. They need to form society and adapt elements of organizations management and ethics to produce results. Govt zoos have to learn to set up and operate towards achieving sound financial returns within the govt norms. This calls for a optimum, efficient and effective allocation of resources, a quick turn around time and growth of the zoo. The zoo manager should be more than an administrator, a business manager.

HRD-Training

The zoos have to work and invest in the staff on training and development as staffs are the most important assets that build an image of your organisation. Rude and discourteous staff can ruin any organisation Empower your staff with knowledge and efficiency of work, Provide appropriate courses, reward and grant incentives for enhancing performance.

1. Zoo Marketing:

a. Effective marketing strategy.

All zoos in the country should formulate effective marketing strategy to popularize their zoos using exhibits, animals, landscape, vegetation, free ranging fauna, zoo events etc to attract visitors from all section of community. The market has several competitors so we must first assess our potential based on our objective and mandate and select our target group to deliver services in an efficient and effective manner. We should be clear as to our market segment and focus our energy to cater to this segment. Our market is the educational institutions, school

and colleges, families from rural and urban areas, professional, executives and business sector. The organizations would like to expand knowledge of their work force and make them sensitive to animal conservation, efficient energy, alternate energy, pollution and other environmental concerns. Zoos are best placed to offer customized services and can develop natural resource knowledge and learning modules and impart knowledge through informal outdoor learning, including a judicious mix of fun entertainment and learning. Marketing principles requires to sell your zoo events and attractions much more than present levels and build your market share.

b. Image and brand building, including use of celebrities as brand ambassadors

The zoos should make their image and brand using various strategies e.g. role of zoo in conservation breeding of endangered species, captivity of endemic or exotic animals, specialized enclosures (walk in aviary, drive through enclosures), arrival of migrating birds, free ranging fauna etc. The image and brand of the zoo may further be built or upgraded involving celebrities as brand ambassadors from media, film industry, sports, social sector and even politician. Press will enhance your market if the zoos programmes are educative and enriches peoples experience. The zoo brands need to be developed to give it unique identity. Marketing communication will sell the zoos activities to public. Develop stakeholders long term relationship for continued support. For brand selling a trained person is required as peoples interest in the zoo brands wane quickly. Strategic positioning and image rejuvenation is required all the time in this dynamic sector

The positioning and branding of the zoo activity features and exhibits with right names which attracts people can do wonders for your zoo image. Positioning zoo towards target audience can attract large number of people. Work out the unique selling proposition in consonance with the target audience. Make your zoo different from others. Brand is a unique image builder and connects to value, emotion etc and excites people and makes them loyal towards brand and people want it all the time.

c. Professionalism and transparency

In spite of your dedicated work in govt sector your integrity is at stake as people perceive govt working as not above board and manipulative. Therefore zoo should adopt professionalism and transparency while making & executing marketing strategy and generation of fund and its expenditure. Such zoos should constitute a governing body having representation of all stakeholders including donors in decision making of zoo management and implementation of such policy.

d. Use of signage, hoardings, print and electronic media

The zoo should have proper signage (directional, non directional, animal bearing signage, innovative signage), hoardings to make their image good before the public. Electric media can also play effective role in enhancing image of zoo in public.

e. Good public amenities

Public amenities in zoo also play big role in making its image in public hence zoo should ensure that public amenities of zoo are of best standard and accessible to all. The zoo should focus to have best toilet, visitor shed and drinking water facilities. Zoo moreover should have proper road, trails, and battery operated vehicles if zoo are large in size.

f. Sensitization of policy makers, bureaucrats

From time to time, zoo should organize meetings and seminar with the policy makers and bureaucrats to highlight achievement and their problems encounter in day to day and long term management and seek their intervention in solving such problem if so.

g. Strengthening of infrastructural facilities

To market the image, the zoo should have best infrastructural facilities e.g. good exhibits (enclosures), good visitor and service roads, drainage, rain water harvesting, veterinary hospitals with all desired equipments, store, kitchen, offices, disposal facility, and public amenities and staff quarters.

h. Postal stamps/currency to market the zoos

Zoo can request to government of India to issue stamps, currency to market the image of zoos and highlight the issues of ex-situ conservation of endangered species.

i. Zoos to have website

To furnish desired information to the visitors and other agencies, zoo should have their websites with up-to-date information including the grievances redress mechanism. This website can also have gate way of banking institution to receive fund online from individuals and organizations. Zoos should develop logo and tag line.

j. Add new attractions regularly

All zoos should keep adding new attractions to the visitors may be in the form of animals in their collection or events related to animals births, wildlife week celebrations, quiz programme, conservation education activities to school children, and other section of the society.

k. Friends of Zoo- Potential Donors

Zoos should identify potential donors organizations or individuals by inviting a them to events and functions of the zoo. Organizations who have evinced keen interest in donating funds for social and public causes can be introduced to zoos and its mandate informally so that they can develop a empathy for the zoo animals. A long term relationship can be developed by continuing to involve them in zoo related matters of interest to them. The donors choice regarding the area of support is important. The donors would like zoo management to ensure maintenance of standard and norms for animal care.

l. Donors conditions

The donors would require concessions and preferences with regard to entry in zoo and acknowledging their contribution and role which can be agreed by consultation within the ambit of the guidelines Possible request from donors are: waiver of entry fee, preferential entry, visit to enclosures, erection of board with details of sponsors and acknowledging their role in the official website.

m. Networking with other sectors

There are amusement parks, museums and outdoor adventure activities which attract visitors and zoos which hold endangered and charismatic species struggle to increase visitation. We need to come out of isolation and work together with other natural amusement and entertainment centres Zoos need to network with tour operators,

transporters, caterers, airlines and hotels as their clients can be made aware about the experience zoo offers. Further bundling with other local entertainment and amusement park will bring more business to zoo.

n. Zoo Tariff and pricing

Pricing the various activities and events offered to public has to be carefully done by looking at the price sensitivity of the target market audience. The capacity of the people to spend for such experience will vary depending on market place. The income of various income groups their priorities and willingness to spend for leisure is to be assessed. Comparative pricing of similar leisure activities viz watching cinema, amusement and theme park, museum, outdoor adventure activities are to be analysed before pricing. Differential pricing for Indians/foreigners, school and college students, physically challenged have to be determined. Pricing on weekdays/week ends, school holidays/ govt holidays have to be determined. Dual Pricing on low and high seasons will enhance visitation. The operating hours can be changed based on seasonal exigencies. Dual pricing should be done in such a way that rural people are not discouraged rather visit to zoos in large groups and 'business model approach' has not forgotten the role of zoos towards educating rural people.

2. Fund raising:

Fund raising is an integral part of the zoo to make it self sustaining and financially sound. Govt rules do not encourage active fund raising events as done in foreign zoos. Considering the restriction imposed in Financial Rules of Government (GFR), if needed, it is advised that the zoos may have a Registered Charitable Society/ Foundation for receiving the funds from people and organizations for the better management. The many States have created zoo authorities to plough back the revenue generated by the zoo in terms of entry fee etc. for the better management of the zoo. The States who does not have State zoo authorities yet may constitute the same for the purpose of fund raising and its utilization. It is observed due to lack of information or awareness, zoos don't know how to receive and utilize such fund.

Following criteria may be adopted to raise the funds.

- a. The zoo should be allowed to raise & use funds by their respective operators or governments.
- b. The zoo may have a Registered Society/ Foundation comprised of all stakeholders to raise fund and utilize same for the development of zoos.
- c. Zoo should also be allowed to spend their revenue generated from ticketing.
- d. Funds or the services in the zoos may be generated using some of the below suggested ways:-
 - o Appropriate advertising in zoos by organizations.
 - o Making friends of zoos through charging fee.
 - o Outsourcing or establishing souvenir shops in zoos.
 - o Monetary donation from individuals and organizations.
 - o Monetary endorsement by organizations to zoos.
 - o Parking of vehicles.
 - o Endorsement from the organizations for certain services e.g. cleaning and hygiene in the zoo, road, enclosures, hospital and office maintenance in zoo premises.
 - o Zoo can also receive certain equipments as donation such as furniture, computer, and battery operated vehicle, veterinary equipments, stationary item, ticketing machine etc
 - o Sponsorship for various activities viz transport, drinking water kiosk, education programme for school children, hygiene and health care of animals, uniform and other accoutrements for staff, medical camps etc
 - o Adoption of exhibits –providing feed for animals and maintenance of enclosure and health care etc
 - o Sponsoring conservation breeding programmes, ex-situ & in-situ conservation of animals, species recovery programme etc
 - o Receive donation and wills

- o Special fund raising events for Environment protection and general conservation
- o Zoo can create a program aimed at connecting NGO's and government organizations with nature. More importantly, the program can show them a business case for improving the efficiency and green-energy of their operations. The strategy is to take executives out of the boardroom, bring them to the zoo and immerse them in a close-up encounter with endangered species, and provide workshops and presentations on innovations and new technology on green-energy, and the business' zoo ecological footprint.

3. Other Revenue Generation Options

Zoos should examine other revenue generation possibilities from serving/leasing rights to supply Food and Beverages, adoption of animals and sponsoring maintenance activities, photography, transport rides, entry to new attraction areas and overnight stay in zoo education centres etc Food and beverages should be of excellent quality in a natural setting, with specific themes so that the food becomes a unique zoo visit proposition. Research is required to cater the choice meals to customers. Outlets for distribution of Food and Beverages (cold drinks, tea, coffee etc.) should be appropriately spread in the zoo.

The role of the donor organizations/individuals in the management of zoo should also be clearly spelt out as without proper precaution they may likely unduly interfere in the internal management/administration of the zoo to the detriment of the stated objectives of the institution. While advertising on zoo signage or sponsoring structures/literature or adopting animals it should be ensured that their messages/ads/logos do not over shadow the zoo message/animals or zoo landscape. The zoo management should retain its discretion in the matter and there should clear guidelines for the same.

All zoos will develop protocol for receiving such aid, fix price or amount of different services and adoption of animals. All such aid will be

entered into records and subjected to the audit. The zoo will have annual audit by competent authority for said grant and aid as well. Attempt should be made to deploy marketing professionals to market the image of zoo and raise of funds.

Annexures

Brief Note on Workshop on Ex-Situ Conservation, Marketing, Fund Raising and Resource Management Held at Kolkata from 27 to 30 April 2012

A workshop on ex-situ conservation, marketing, fund raising and resource management was organized by the Central Zoo Authority in collaboration with the Zoological Garden, Alipore, Kolkata, from 27 to 30 April 2012 in Kolkata. The objective of the workshop was to provide zoo directors a unique opportunity to learn about this subject.

As we all know, the zoos in India are being maintained by different types of operators, including the central government, state governments, municipal corporations, private sector undertakings, private owners and NGOs. Although the management of the zoos is the sole responsibility of the zoo operators, the Central Zoo Authority provides financial assistance over a period, apart from technical inputs and other assistance for management and development of recognized zoos. Zoos are good places to advertise in as they attract millions of people every year, given the competition among companies to market their products.

It is significant that with ideas and concepts changing in the field of zoo biology, management of zoos is also changing. In the present day situation, zoos have to play many roles, such as carrying out planned breeding of endangered species, conducting research programmes to conserve our wildlife heritage and conducting awareness programmes for visitors. In addition, zoos have to play an important role in the field of marketing and fund raising for self-sustenance.

Guest speakers with experience in the field from India and abroad were invited to the workshop. After extended deliberations, it was decided that the marketing strategies of any zoo should be developed carefully and that in the process of developing such strategies, the conservation and welfare of wild animals should be given due priority. The perception of zoos should be clear in the minds of people. Professionalism and expertise in the field of captive management of animals have to be developed, which will help market the zoos. Civic amenities of high standards should be provided to visitors to zoos. The entry fee structure should be carefully thought out. If the entry fee of a zoo is high, people of lower income groups may not be able to visit the zoo, and if it is too low, one may not add any value to it. The zoo directors were also asked to try to find generous sponsors so that more funds are generated. They should also be in a position to highlight their activities. Specific points applicable to different types of operators were made at the workshop, Small groups of officers (managers) were formed for implementing recommendations.

Guidelines for Developing Mechanism for Mobilizing Financial Support for Supplementing Management of Zoos

Group Discussion on Role of Zoos in Marketing

Group-A

Facilitated by
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Group Members

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Mr. Satish Gupta, Dhauladhar Nature Park
Mr. J. Bhandary, Pillikula Zoo
Dr. Uttam Yadav, Indore Zoo
Dr. Maradia, Rajkot Zoo
Mr. A.M. Anjankar, VJB Udyan Zoo, Mumbai

Recommendations

- Branding
- Image Building(Zoo itself as brand - positive image)
- Professionalism
- Transparency
- Species to attract visitors
- Brand ambassador (celebrities) to market the zoo Signage
- Use of T.V, audio visual, news paper and other electronic media
- Good public amenities including food outlets
- Sensitization of policy makers, bureaucrats
- Strengthen infra structural facilities
- Celebration of important days like World Environment Day, Wildlife Week etc.
- Interpretation centre - conveying the conservation message
- Breeding of endangered species
- Define the procedure to accept the public funds
- Use the corporate sector to market the zoos
- School children's to act as brand ambassador - fix visit of the zoos as part of school curriculum
- Using public utilities to market zoos
- Postal stamps/currency to market the zoos
- Zoos to have website
- Face book/Twitter, e-media
- Add new attractions every year

Group Discussion on Fund Raising in Indian Zoos

Group-B

Facilitated by
Dr. Naim Akhtar
Scientific Officer
Central Zoo Authority, New Delhi



GROUP MEMBERS

Moin Ahmed	Representative ISIS, Gurgaon
Shri Anand Krishna	Director, National Zoological Park, Delhi
Sri A K Sahu	CF, Achmakmar TR & In-charge Kanan Pindari Zoo Bilaspur
Sri. P.S. Nongbri	DFO, Khasi Hills, Wildlife Division Shilong, Meghalaya
Sri. Gurmeet Singh	Dy Chief Wildlife Warden, Punjab

RECOMMENDATIONS

- Zoo should be allowed to raise & use funds by the states governments or their respective operators.
- Every zoo should have an registered society so that raised fund can be deposited into the account of the society rather depositing in the state treasury.
- Instead of taking of cash, zoos should encourage donors to take over the charge of specified work to be done in zoos e.g. maintenance of enclosures, providing & maintaining visitor facilities, maintenance of gardens, road, office, building.
- Donor should be properly recognized for their donations.
- Tax exemptions certificates may be given to the donors if asked for.
- Raising of fund should be transparent and legal.
- Funds in the zoo may be generated through advertising in zoos, outsourcing some of the services like ticketing, food courts etc, animal birthday celebration, through making friends of zoos, animal adoption, environment day celebration, competition etc.
- Donors may also be obliged through giving free entry into zoos, providing t-shirts, caps, keyrings etc.

- Donor may also be requested to provide certain equipments helpful in day to day management of zoos e.g. vehicle, healthcare equipments, workshop tools etc.
- Donor may also be requested to provide certain equipments helpful in day to day management of zoos e.g. vehicle, healthcare equipments, workshop tools etc.

Group Discussion on Role of Zoos in Management for Delivering Conservation Goals

Group-C

Facilitated by
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Group Members

- Shri. S. C. Sharma
- Shri. Ashok Singh
- Shri. P. K. Verma
- Dr. S. Panda
- Shri. Vijay Ranjan Singh
- Shri Boopal Reddy
- Shri Praveen Kumar
- Dr. R. K. Sahu
- Dr. P. C. Mehta
- Shri Bipul Chakrabarty-Facilitator

Recommendations

Keeping in view of the fact that resources are getting scarcer in the zoos and to deliver the conservation goals, zoos will not be able to get hold of additional resources in terms of animal collection, electricity and water, financial resources, human resource and land, the group identified following resources for their judicious management-

- Land resources
- Electricity & water
- Animal collection
- Human resource
- Financial resource

Land resource

- Priority should be given to construction of animal enclosures which do not currently meet the welfare needs of animals before constructing enclosures for new animals.
- Adequate land should be provided for conservation breeding of identified endangered species for setting up of off display facilities as and when required. reduce dependability on conventional source of electricity, wherever possible, zoo should use non conventional energy sources like solar power, solar heating, gohar gas and pipe /pressured natural gas to meet their day to day energy demands.
- Underground heavy cabling should be opted for reducing loss of electricity during transmission and prevent accidental death of animals.
- Water is a scarce resource. Therefore sustainable technology should

be put into use for judicious use of water. As far as possible, lawns and gardens should be maintained using raw water.

- Rain water harvesting should be put into practice by each zoo for recharging of ground water as well as its utilisation in day to day zoo operations.
- Use of LED for power saving.

Animal collection

- Priority should be given in animal collection plan to the regional species. Appropriate mix of species found outside the region and India could be maintained, subject to availability of animals and technical expertise for enhancing the educational value of the zoo.
- Population of each species should be maintained according to the holding capacity of the enclosure. Effective population control measures should be taken for prolifically breeding animals having low conservation priority (spotted deer, hog deer, nilgai, wild boar etc.)
- Zoos should provide innovative and interactive interpretation and the opportunity to get unobstructed view of animals. This would help in driving home the conservation message.
- Zoos should develop effective scientific and community conservation programmes by integrating veterinary and animal management with conservation / research activities.

Human resource

- To ensure optimum utilisation of available human resource, zoos should harness staff passion and skills.
- Continue provide sufficient training to every level staff in managing the animals in scientific manner.
- Zoos should develop leadership and talent management programmes for retention of staff in key positions.
- Central zoo Authority should evaluate the performance of each zoo in respect of conservation breeding and zoo education regularly and install a system of cash award to best performing zoo.

- Efforts should be made to ensure that the zoo directors and zoo veterinarians on deputation have a minimum term of five years.
- Labour saving devices by more automation of functions.

Financial resource

- Central govt. and state govt. should be requested to amend their rules so that the gate money, donations and adoption monies could be used for better upkeep of zoo animals.
- The annual allocations of zoos should be raised at least by 10% to 15% every year to offset the affect of price rise of food items.
- Any proposals for construction of new enclosures/ facilities and acquisition of new animals should be considered only if surplus money after upkeep, health care of zoo animals and regular maintenance of zoo facilities is available.
- effort to market the conservation role of the zoo to get financial support from corporate houses and financially well off persons should be made.
- Larger zoos could set up separate areas for establishment of food courts, auditorium and souvenir shops.

**FINAL RECOMMENDATION OF THE WORKSHOP ON
EX-SITU WILDLIFE CONSERVATION, MARKETING, FUND
RAISING AND RESOURCE MANAGEMENT" HELD AT
KOLKATA FROM 27-30TH APRIL 2010.**

MISSION STATEMENT:

Make Indian zoos sustainable in their operations through judicious use of available resources, using various marketing tools to raise funds for attaining financial stability without compromising on the welfare of animals in their collections and conservation goal.

Many of the recommendations are indeed suggested by the zoo directors and resource persons who participated in aforesaid workshop hence it is expected that zoo directors will begin implementing the recommendation made here. As zoos operated by governments, certain restriction on raising and utilization of same funds are exists hence it is expected it will take some time to come into force however, zoos run by private sector may immediately start working on the implementations to get the benefit of -the initiatives. Recommendations made in the workshop are giving in details as here under:

Marketing:

- Zoos should have an effective marketing strategy.
- Image and brand building, including use of celebrities as brand ambassadors
- Professionalism and transparency in executing the marketing strategy
- Proper use of signage, hoardings, print and electronic media.
- Good public amenities
- Sensitization of policy makers, bureaucrats
- Strengthening of infrastructural facilities
- Postal stamps/ currency to market the zoos
- Zoos to have website

- Add new attractions regularly.

Fund raising:

- Zoo should be allowed to raise & use funds by their respective operators.
- Every zoo should have a registered society who can raise fund and utilize it for the development of zoos.
- Funds in the zoo may be generated through some of the suggested ways:-

Appropriate advertising

friends of zoos,

animal adoption

Souvenir shops

Donations from individuals and corporate

Endorsement

Parking of vehicles

Outsourcing some of the services as per the management requirement. Attempt should be made to deploy marketing professionals.

Resource Management:

Keeping in view of the fact that resources are getting scarcer in the zoos and to deliver the conservation goals, zoos will not be able to get hold of additional resources in terms of animal collection, electricity and water, financial resources, human resource and land, the group identified following resources for their judicious management-

1. Land resources
3. Electricity & water
4. Animal collection
4. Human resource
5. Financial resource

Land resource

- a) Priority should be given to construction of animal enclosures which do not currently meet the welfare needs of animals before constructing enclosures for new animals.
- b) Adequate land should be provided for conservation breeding of identified endangered species for setting up of off display facilities as and when required.
- c) To makeup for the scarce fodder resources for herbivores during pinch periods, some of the available land area should be utilised for cultivation of fodder provided adequate area available with the zoo.
- d) Zoos should create housing facilities for rescued animals to meet exigencies if any.

Electricity & water

- a) To reduce dependency on conventional source of electricity, wherever possible attempt should be made to use non conventional energy sources.
- b) Underground heavy cabling should be opted for reducing loss of electricity during transmission and prevent accidental death of animals.
- c) Water is a scarce resource. Therefore sustainable technology should be put into use for judicious use of water. As far as possible, lawns and gardens should be maintained using recycled water.
- d) Rain water harvesting should be put into practice by each zoo for recharging of ground water as well as its utilisation in day to day zoo operations.
- e) Use of LED for power saving.

Animal collection

- a) Priority should be given in animal collection plan to the regional species. Appropriate mix of species found outside the region and India could be maintained, subject to availability of animals and technical expertise for enhancing the educational value of the zoo.

- b) Population of each species should be maintained according to the holding capacity of the enclosure.

Human resource

- a) To ensure optimum utilisation of available human resource through capacity building.
- b) Continue provide sufficient training to every level staff In managing the animals in scientific manner.
- c) Appreciation of good work should be done by the Central zoo Authority on the basis of appraisal of performance of each category of zoo.
- d) Efforts should be made to ensure that the zoo directors and zoo veterinarians on deputation have a minimum term of five years.
- e) Labour saving devices by more automation of functions.

Financial resource

- a) The annual allocations of zoos should be raised appropriately.
- b) Any proposals for construction of new enclosures/ facilities should be considered preferably if surplus money after upkeep, healthcare of zoo animals and regular maintenance of zoo facilities is available annually. Priority should be given to improve the existing animal enclosures which are in need of improvement/ modifications.
- c) Effort to market the conservation role of the zoo to get financial support from corporate houses and willing individuals/ groups should be made.

Larger zoos could set up separate areas for establishment of food courts, auditorium and souvenir shops.



केन्द्रीय चिड़ियाघर प्राधिकरण
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