



TSG Strategic Plan 2012-2014



The TSG Strategic Planning 2012-2014 Workshop was carried out during the Fifth International Tapir Symposium held in Kuala Lumpur, Malaysia, from October 16 to 21, 2011. The main objective of this session was to set short-term goals and actions that the TSG should undertake over the next three years (2012-2014) between now and the Sixth International Tapir Symposium in order to be more effective in terms of tapir conservation worldwide. The facilitators of this workshop were **Bengt Holst**, active member of the Tapir Specialist Group and Convener of the European Network of the IUCN/SSC Conservation Breeding Specialist Group (CBSG), and **Patricia Medici**, Chair of the IUCN/SSC Tapir Specialist Group (TSG).

Previously to the workshop session itself, conference participants were asked to prepare a list of five (5) issues they believed the TSG should be addressing over the next three years. Participants were requested to ask themselves “What issues should the TSG address over the next three years in order to be more effective in terms of tapir conservation worldwide?” Workshop facilitators reviewed all suggested issues and combined them into issue categories, defining the workshop dynamics. Five (5) main issue categories were identified and generated five working groups as follows:

- 1.) Communication / Marketing / Fundraising**
- 2.) TSG Membership / TSG Structure / External Links**
- 3.) Follow up on Tapir Action Plans**
- 4.) Research / Protocols / Guidelines**
- 5.) Education / Training**

During the first part of the workshop each group was requested to briefly review and discuss the **TSG Strategic Plan 2008-2011** developed during the Fourth International Tapir Symposium held in Mexico in 2008. It was critical that participants familiarized themselves with the type of document we were going to develop in Malaysia, the priority goals and actions addressed by the TSG since the previous symposium, the actions we managed to accomplish and the ones we did not.

Afterwards, each working group was requested to briefly discuss the issues that generated their respective discussion topics. After these initial discussions, working groups were requested to create short-term **GOALS** to address those issues. Working group goals were then presented in flip-charts up on the walls and each symposium participant was requested to go through all flip charts, all working group goals, and individually vote for the six goals they believed should be ranked as top priorities. The criterion used was “**TSG effectiveness as a tapir conservation group.**” Workshop facilitators then compiled individual scores in order to obtain a **Group Prioritization of TSG Goals.**

As a second step, working groups were requested to develop lists of specific **ACTION STEPS** that the TSG needs to take in order to reach the goals, particularly the higher-priority ones. For each one of the actions, a deadline, estimated cost, person to be responsible for its achievement, potential collaborators, and indicators of success were established.

The final outcome of the TSG Strategic Planning Workshop held in Kuala Lumpur, Malaysia, in October 2011, is a list of 53 ACTION STEPS that the IUCN/SSC Tapir Specialist Group (TSG) will put into practice over the next three years (2012-2014) between now and the Sixth International Tapir Symposium to be held in Campo Grande, Mato Grosso do Sul State, Brazil, in 2014.

Working Group Goals

Communication / Marketing / Fundraising

PARTICIPANTS: Claire Martin (United States), Dolly Priatna (Indonesia), Hugo Mogollon (Ecuador/United States), Jeffrey Flocken (United States), Jelle Boef (Netherlands), and Nathan Herschler (United States)

- Goal 1** To have a funding mechanism to support TSG activities by the next International Tapir Symposium in 2014.
- Goal 2** To increase the average annual number of tapir awareness opportunities through 2014.
- Goal 3** To increase the communication resources available to connect TSG groups and members.
- Goal 4** To make all TSG communications materials accessible to key audiences.

TSG Membership / TSG Structure / External Links

PARTICIPANTS: Alberto Mendoza (Mexico/United States), Anders Gonçalves da Silva (Brazil/Australia), Eduardo Naranjo (Mexico), and Fernando Nogales (Ecuador).

- Goal 1** To have ACTIVE and COMMUNICATING TSG Country Coordinators in all range countries (within TSG members and other parties).
- Goal 2** To have in place at least three (3) strategic partnerships with each of at least 10 tapir range countries: one (1) non-governmental organization, one (1) governmental agency, and one (1) academic institution.
- Goal 3** To have in place strategic partnerships with all relevant IUCN/SSC Specialist Groups (*e.g.*, cats, peccaries, bears, sustainable use etc.).
- Goal 4** To improve our understanding of the impact of hunting and habitat loss on tapirs, and the use of population monitoring tools.
- Goal 5** To have TSG country-level strategic plans in at least eight (8) tapir range countries (three (3) lowland tapir, three (3) Baird's tapir, one (1) Malayan tapir, one (1) mountain tapir).
- Goal 6** To increase in at least 20% the ACTIVE membership of the TSG overall, giving preference to countries with few or no members.

Follow up on Tapir Action Plans

PARTICIPANTS: Benoit de Thoisy (French Guiana), Michele Stancer (United States), Paula Gonzalez Ciccía (Argentina), Sharmy Prastiti (Indonesia)

- Goal 1** To have Goals and Actions on the Species and National Action Plans that are realistic, measurable and prioritized.
- Goal 2** To have a framework for the assessment of success on the implementation of Species and National Action Plans.
- Goal 3** To have a framework for the assessment of success of individual performance on the implementation of Species and National Action Plans.
- Goal 4** To have a more efficient system to share information about the progress on the implementation of Species and National Action Plans.

Research / Protocols / Guidelines

PARTICIPANTS: Abraham Mathew (Singapore), Ahimsa Campos-Arceiz (Spain/Malaysia), Andres Tapia (Ecuador), Boyd Simpson (Malaysia), Carl Parker (United Kingdom), Carl Traeholt (Malaysia), Christopher Jordan (United States/Nicaragua), Christopher Wong (Malaysia), Daraka Tongthainan (Thailand), David Magintan (Malaysia), Fernando Castillo (Guatemala), Gabriela Medeiros (Brazil), Jessica Amanzo (Peru), Lau Ching Fong (Malaysia), Mathias Tobler (Switzerland/United States), Niall McCann (United Kingdom/Honduras), S R Nandakumaren (Singapore), Wanlaya Tipkantha (Thailand)

- Goal 1** To have research priorities defined per species per country
- Goal 2** To have relevant research projects running in every range country according to the priorities defined in **Goal 1**
- Goal 3** To have standardized research practices for tapir research

Education / Training

PARTICIPANTS: Blanca Juarez Sandoval (Malaysia), Desman Alfajri (Indonesia), Elangkumaran Siwan (Malaysia), Manolo García (Guatemala), Nay Myo Shwe (Myanmar), Petra Sulai (Malaysia), Robert Savill (United Kingdom), Sanusi Mohamed (Malaysia), Suzilawati Ramzan (Malaysia)

- Goal 1** By 2014 The TSG will have established a web platform/portal where relevant materials and information on basic tapir husbandry, educational programs for targeted groups and relevant training opportunities will be made available.

Group Prioritization of Goals Ranking

	Goal	Votes
1	To have relevant research projects running in every range country according to the priorities defined in Goal 8.	36
2	To have Goals and Actions on the Species and National Action Plans that are realistic, measurable and prioritized.	35
3	By 2014 The TSG will have established a web platform/portal where relevant materials and information on basic tapir husbandry, educational programs for targeted groups and relevant training opportunities will be made available.	29
4	To have a funding mechanism to support TSG activities by the next International Tapir Symposium in 2014.	22
5	To increase the average annual number of tapir awareness opportunities through 2014.	22
6	To have ACTIVE and COMMUNICATING TSG Country Coordinators in all range countries (within TSG members and other parties).	22
7	To have standardized research practices for tapir research.	21
8	To have research priorities defined per species per country.	20
9	To have in place at least three (3) strategic partnerships with each of at least 10 tapir range countries: one (1) non-governmental organization, one (1) governmental agency, and one (1) academic institution.	15
10	To increase in at least 20% the ACTIVE membership of the TSG overall, giving preference to countries with few or no members.	13
11	To have in place strategic partnerships with all relevant IUCN/SSC Specialist Groups (<i>e.g.</i> , cats, peccaries, bears, sustainable use etc.).	9
12	To have a framework for the assessment of success on the implementation of Species and National Action Plans.	7
13	To have a more efficient system to share information about the progress on the implementation of Species and National Action Plans.	7
14	To have a framework for the assessment of success of individual performance on the implementation of Species and National Action Plans.	4
15	To have TSG country-level strategic plans in at least eight (8) tapir range countries (three (3) lowland tapir, three (3) Baird's tapir, one (1) Malayan tapir, one (1) mountain tapir).	3
16	To increase the communication resources available to connect TSG groups and members.	2
17	To improve our understanding of the impact of hunting and habitat loss on tapirs, and the use of population monitoring tools.	2
18	To make all TSG communications materials accessible to key audiences.	1

TSG Strategic Plan 2012-2014

GOAL 1 To have relevant research projects running in every tapir range country according to the priorities defined in Goal 8.

ACTION 1.1 To identify and approach academic institutions/NGOs in each country.

Time December 2012
Cost Nil
Responsibility TSG Country Coordinators; Overseen by Niall McCann
Collaborators TSG Chair Patrícia Medici; In-country researchers
Indicators List of institutions developed

ACTION 1.2 To distribute the research priorities document to potential collaborators and academic institutions/NGOs.

Time February 2013
Cost Nil
Responsibility TSG Country Coordinators; Overseen by Niall McCann
Collaborators In-country researchers
Indicators List of institutions that have received the document

ACTION 1.3 To present research and objectives of the TSG in academic institutions/NGOs and develop projects with these institutions.

Time December 2013
Cost Nil
Responsibility TSG Country Coordinators; In-country researchers; Overseen by Niall McCann
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators; TSG Country Coordinators
Indicators List of presentations delivered

ACTION 1.4 To re-launch the small grants program of the TSG Conservation Fund (TSGCF) to stimulate range-country students to carry out research on tapirs in their countries.

Time Ongoing, annual funding cycles
Cost US\$6,000/year (3 grants of US\$2,000)
Responsibility TSG Chair Patrícia Medici; TSG Fundraising Committee and TSGCF Reviewers
Collaborators TSG Species Coordinators and TSG Country Coordinators will help with advertizing Calls for Proposals
Indicators Number of projects funded and successfully completed each year

GOAL 2 To have Goals and Actions on the Species and National Action Plans that are realistic, measurable and prioritized.

ACTION 2.1 Strengthen present TSG Action Plan Implementation Taskforce including all TSG Species and Country Coordinators.

Time June 2012
Cost Nil
Responsibility TSG Chair Patrícia Medici
Collaborators TSG Species Coordinators; TSG Country Coordinators
Indicators New, improved Taskforce in place

ACTION 2.2 TSG Action Plan Implementation Taskforce to review the TSG Species Action Plans resulting from previous PHVA Workshops and turn them into realistic and measurable action plans and assess the relevance of proposed indicators.

Time December 2012
Cost Nil
Responsibility TSG Action Plan Implementation Taskforce Members; Overseen by TSG Chair Patrícia Medici
Collaborators Participants of PHVA workshops
Indicators Review finalized and new version of the Species Action Plans distributed to all relevant parties and available on the TSG Website

ACTION 2.3 Review Species and National Action Plans once a year after first review.

Time Once a year after first review
Cost Nil
Responsibility TSG Action Plan Implementation Taskforce Members
Collaborators TSG Species Coordinators; TSG Country Coordinators
Indicators Annual reviews completed and reports distributed to all relevant parties

GOAL 3 **By 2014, the TSG will have established a web platform/portal where relevant materials and information on basic tapir husbandry, educational programs for targeted groups and relevant training opportunities will be made available.**

ACTION 3.1 Compile materials and information about basic tapir husbandry and make these available on the TSG Website.

Time 2012
Cost Internet access
Responsibility Blanca Juarez Sandoval (Malaysia)
Collaborators TSG Education & Marketing Committee; TSG Website Webmaster
Indicators Materials and information compiled and made available on the TSG Website

ACTION 3.2 Compile materials and information about educational programs for targeted groups (adults and school children) and make these available on the TSG Website.

Time 2013
Cost Internet access
Responsibility Robert Savill (United Kingdom), Elangkumaran Siwan (WWF Malaysia)
Collaborators TSG Country Coordinators; TSG Education & Marketing Committee; TSG Website Webmaster
Indicators Materials and information compiled and made available on the TSG Website

ACTION 3.3 Compile a list of Internet links to field manuals and guidelines on data analyses, data management, statistical analyses, camera-trapping, radio-telemetry etc. and make these available on the TSG Website.

Time 2013
Cost Internet access
Responsibility Manolo García (Guatemala), Sanusi Mohamed (Malaysia)
Collaborators TSG Country Coordinators; TSG Education & Marketing Committee; TSG Website Webmaster
Indicators Links compiled and made available on the TSG Website

ACTION 3.4 Compile a list of relevant training opportunities for field biologists, students and zoo keepers and make these available on the TSG Website.

Time 2013
Cost Internet access
Responsibility Malaysia: Petra Sulai, Suzilawati Ramzan; Indonesia: Desman Alfajri; Myanmar: Nay Myo Shwe
Collaborators TSG Country Coordinators; TSG Education & Marketing Committee; TSG Website Webmaster
Indicators List compiled and made available on the TSG Website

GOAL 4 To have a funding mechanism to support TSG activities by the next International Tapir Symposium in 2014.

ACTION 4.1 Create a 501©(3) non-profit organization in the United States to support TSG activities.

Time 2014
Cost Approximately US\$10,000 (lawyer, first meeting costs etc.)
Responsibility TSG Steering Committee Member Jeffrey Flocken; TSG Chair Patrícia Medici
Collaborators To be determined
Indicators Board selected, paperwork filed, IRS approval, Articles of Incorporation

ACTION 4.2 Expand merchandising opportunities.

Time 2014
Cost US\$1,000-5,000
Responsibility TSG Fundraising Committee
Collaborators TSG Education & Marketing Committee
Indicators Merchandise expanded; Increased revenue from sale of merchandise

GOAL 5 To increase the average annual number of tapir awareness opportunities through 2014.

ACTION 5.1 Increase the number of tool-kits available – **Tactic 1:** Create and distribute an Education Toolkit.

Time 2013
Cost US\$5,000-10,000
Responsibility Kelly Russo, Coordinator, TSG Education & Marketing Committee
Collaborators Other members of the TSG Education & Marketing Committee; AZA Conservation and Education Committee
Indicators Education Toolkit completed, posted online on the TSG Website and used in the field

ACTION 5.2 Increase the number of tool-kits available – **Tactic 2:** Create and distribute an Eco-Tourism Toolkit.

Time 2013
Cost US\$1,000
Responsibility TSG Steering Committee
Collaborators Humane Society International Eco-Tourism in South America Program
Indicators Eco-Tourism Toolkit completed, posted online on the TSG Website and initiated in the field

ACTION 5.3 Increase the number of TSG marketing resources and events – **Tactic 1:** Create and distribute a sizzle video.

Time 2013
Cost US\$10,000
Responsibility TSG Education & Marketing Committee
Collaborators Claire Martin, Walt Disney Company, USA; TSG Chair Patrícia Medici
Indicators Sizzle video completed, posted online

ACTION 5.4	Increase the number of TSG marketing resources and events – Tactic 2: Create and distribute a coffee table book on tapirs.
Time	2015
Cost	US\$10,000-20,000
Responsibility	TSG Chair Patricia Medici
Collaborators	TSG Education & Marketing Committee
Indicators	Photos collected, copy written, book published
ACTION 5.5	Increase the number of TSG marketing resources and events – Tactic 3: Increase the number of tapir awareness events – Sub-Tactic A: Traveling Tapir Parade.
Time	2015
Cost	US\$100,000
Responsibility	TSG Chair Patricia Medici
Collaborators	TSG Education & Marketing Committee; TSG Country Coordinators (regional collaboration)
Indicators	Funding sources identified, event organized, traveling parade
ACTION 5.6	Increase the number of TSG marketing resources and events – Tactic 3: Increase the number of tapir awareness events – Sub-Tactic B: Tapirs Helping Tapirs Events.
Time	2015
Cost	US\$13,500/event (based on Tapirs Helping Tapirs Event held in Brazil in 2011)
Responsibility	TSG Chair Patricia Medici; TSG Country Coordinators
Collaborators	TSG Education & Marketing Committee; Zoos worldwide; artists, photographers etc.
Indicators	Number of Tapirs Helping Tapirs Events organized and held, press pick-up, increased revenue for tapir conservation efforts
ACTION 5.7	Increase the number of media impressions – Tactic 1: Identify and secure a tapir celebrity spokesperson.
Time	2012
Responsibility	Gilia Angell
Collaborators	TSG Education & Marketing Committee
Indicators	Active celebrity; menu of celebrity uses
ACTION 5.8	Increase the number of media impressions – Tactic 2: Distribute TSG Press-Kit.
Time	2012
Cost	US\$2,000
Responsibility	Jeffrey Flocken
Collaborators	Claire Martin, Walt Disney Company, USA; TSG Chair Patricia Medici; Kelly Russo, Coordinator, TSG Education & Marketing Committee
Indicators	Press kits received; database of addresses
ACTION 5.9	Increase the number of media impressions – Tactic 3: Increase the number of Social Media fans by 2,000 people.
Time	2014
Cost	Nil
Responsibility	Jeffrey Flocken
Collaborators	N/A
Indicators	Increased number of Social Media fans
ACTION 5.10	Increase the number of media impressions – Tactic 4: Develop a strategy for measuring the number of media impressions.
Time	2012
Cost	Nil
Responsibility	TSG Education & Marketing Committee
Collaborators	N/A
Indicators	Measurement tool in place to record impressions

GOAL 6 To have ACTIVE and COMMUNICATING TSG Country Coordinators in all range countries (within TSG members and other parties).

ACTION 6.1 To identify which tapir range countries lack TSG Country Coordinators.

Time Immediate
Cost Nil
Responsibility Eduardo Naranjo (Mexico)
Collaborators TSG Chair Patrícia Medici; Anders Gonçalves da Silva; Alberto Mendoza
Indicators Gaps are identified and information distributed to all relevant parties within the TSG

ACTION 6.2 To identify individuals with the potential to be Country Coordinators.

Time 2012
Cost Nil
Responsibility TSG Chair Patrícia Medici; Anders Gonçalves da Silva
Collaborators TSG Species Coordinators; other TSG Country Coordinators
Indicators TSG Country Coordinators identified and appointed

ACTION 6.3 To establish a prize for the TSG Country Coordinator with the best accomplishments to be delivered in every International Tapir Symposium.

Time Sixth International Tapir Symposium, Brazil, 2014
Cost Nil
Responsibility TSG Steering Committee
Collaborators TSG Species Coordinators
Indicators A diploma delivered to the TSG Country Coordinator with the best accomplishments in every International Tapir Symposium

ACTION 6.4 To evaluate TSG Country Coordinators' responsibilities and achievements over time.

Time Sixth International Tapir Symposium, Brazil, 2014
Cost Nil
Responsibility TSG Steering Committee
Collaborators TSG Species Coordinators; other TSG Country Coordinators
Indicators All tapir range countries have active and communicating Country Coordinators

GOAL 7 To have standardized research practices for tapir research.

ACTION 7.1 To review and update all existing TSG manuals, protocols and guidelines including:

- A. Tapir Field Veterinary Manual**, published in 2007
- B. Husbandry Guidelines**, published in 2004
- C. Tapir Genetics Manual**, published in 2004
- D. Guidelines for Tapir Re-Introductions and Translocations**, published in 2007

Time December 2012 to finish the review; Early 2013 for publication of new, updated versions
Cost Nil
Responsibility Tapir Field Veterinary Manual (TSG Veterinary Committee and field researchers); Husbandry Guidelines (Michele Stancer (AZA Tapir TAG), TSG Veterinary and Zoo Committees, ex-situ researchers); Tapir Genetics Manual (Niall McCann, Anders Gonçalves da Silva, Gabriela Medeiros, Benoit de Thoisy); Guidelines for Tapir Re-Introductions and Translocations (Patrícia Medici, Anders Gonçalves da Silva, Boyd Simpson, David Magintan, in collaboration with the TSG Veterinary and Genetic Committees as well as the IUCN/SSC Reintroduction Specialist Group)
Collaborators TSG Membership
Indicators TSG manuals, protocols and guidelines reviewed and updated and new versions made available on the TSG Website (in all relevant languages)

ACTION 7.2 To create a Manual on Research Methods and Data Analysis.
Time 2013
Cost Nil
Responsibility Overseen by Niall McCann
Collaborators TSG Membership
Indicators Manual created and made available on the TSG Website (in all relevant languages)

GOAL 8 To have research priorities defined per tapir species per country.

ACTION 8.1 To identify the criteria and format for priority-ranking; Hold an online forum to decide priorities and develop a document.

Time June 2012
Cost Nil
Responsibility TSG Species Coordinators; Overseen by Niall McCann
Collaborators TSG Country Coordinators; In-country researchers
Indicators Set of criteria identified and distributed to all relevant parties within the TSG

ACTION 8.2 To create a list of past/present tapir research initiatives and identify gaps; Hold an online forum to identify gaps in research.

Time June 2012
Cost Nil
Responsibility TSG Country Coordinators; Overseen by Niall McCann
Collaborators TSG Species Coordinators; In-country researchers
Indicators List of past/present tapir research initiatives created by country and distributed to all relevant parties within the TSG

ACTION 8.3 To create research priorities per tapir species, per country; Hold an online forum to decide on priorities.

Time December 2012
Cost Nil
Responsibility TSG Country Coordinators; Overseen by Niall McCann
Collaborators TSG Species Coordinators; In-country researchers; Institutions
Indicators List of priorities created by country and distributed to all relevant parties within the TSG

ACTION 8.4 To compile all above information in one single document.

Time February 2013
Cost Nil
Responsibility Carl Traeholt; Overseen by Niall McCann
Collaborators TSG Species Coordinators; TSG Education & Marketing Committee (document design)
Indicators Document developed and made available on the TSG Website

GOAL 9 To have in place at least three (3) strategic partnerships with each of at least 10 tapir range countries: one (1) non-governmental organization, one (1) governmental agency, and one (1) academic institution.

ACTION 9.1 To identify tapir range countries with potential for fruitful collaborations.

Time 2012
Cost Nil
Responsibility Alberto Mendoza; Anders Gonçalves da Silva
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators; TSG Country Coordinators will be responsible for follow up
Indicators Potential countries identified and information distributed to all relevant parties within the TSG for follow up

ACTION 9.2 To identify organizations (governmental agencies, NGOs, and universities) with potential for collaborations in each country.

Time 2012
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators
Indicators Potential partner organizations identified and information distributed to all relevant parties within the TSG for follow up

ACTION 9.3 Sign MOU - *Memorandum of Understanding* - with identified organizations (governmental agencies, NGOs, and universities) in each country.

Time Continuous
Cost US\$10,000
Responsibility TSG Country Coordinators
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators
Indicators MOU made available on the TSG Website

GOAL 10 To increase by at least 20% the **ACTIVE** membership of the TSG overall, giving preference to countries with few or no members.

ACTION 10.1 To identify and prioritize which tapir range countries have very few or no TSG members.

Time Immediate
Cost Nil
Responsibility TSG Steering Committee
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators; TSG Country Coordinators
Indicators List of countries with very few or no TSG members compiled and distributed to all relevant parties within the TSG for follow up

ACTION 10.2 To search for and invite people with different backgrounds interested in becoming part of the TSG in countries with very few or no members.

Time 2012
Cost Nil
Responsibility TSG Chair Patrícia Medici; TSG Species Coordinators; TSG Country Coordinators
Collaborators TSG Steering Committee
Indicators TSG Membership increased in at least 20%; Published on *Tapir Conservation*; TSG Membership Directory made available on the TSG Website

GOAL 11 To have in place strategic partnerships with all relevant IUCN/SSC Specialist Groups (*e.g., cats, peccaries, bears, sustainable use etc*).

ACTION 11.1 To identify all IUCN/SSC Specialist Groups of interest for the TSG.

Time 2012
Cost Nil
Responsibility TSG Steering Committee
Collaborators Carl Traeholt; Anders Gonçalves da Silva
Indicators List of IUCN/SSC Specialist Groups of interest for the TSG distributed to all relevant parties within the TSG for follow up

ACTION 11.2 To contact the Chairs of selected IUCN/SSC Specialist Groups of interest for the TSG and invite them to discuss potential collaborations with the TSG.

Time 2012
Cost Nil
Responsibility TSG Chair Patricia Medici
Collaborators TSG Steering Committee
Indicators Report from TSG Chair to the TSG Steering Committee about outcomes of discussions

ACTION 11.3 To have at least one (1) joint activity with one new IUCN/SSC Specialist Group (other than the IUCN/SSC Conservation Breeding Specialist Group).

Time 2013
Cost Nil
Responsibility TSG Chair Patricia Medici
Collaborators TSG Steering Committee
Indicators Report of the activity published on *Tapir Conservation*

GOAL 12 To have a framework for the assessment of success on the implementation of Species and National Action Plans.

ACTION 12.1 To identify appropriate computer software for monitoring the progress on the implementation of Action Plans.

Time 2012
Cost It might be necessary to purchase a software
Responsibility TSG Action Plan Implementation Taskforce Members
Indicators Software identified and in use

GOAL 13 To have a more efficient system to share information about the progress on the implementation of Species and National Action Plans.

ACTION 13.1 To establish a system where TSG Species and Country Coordinators can share “Lessons Learned” on the process of implementing Action Plans.

Time Continuous
Cost Nil; it might be necessary to purchase a software
Responsibility TSG Action Plan Implementation Taskforce Members
Indicators “Lessons Learned” regularly sent to all TSG Species and Country Coordinators; Publication of a compilation of Lessons Learned reports on *Tapir Conservation*

ACTION 13.2 To share “Lessons Learned” within the TSG with other conservation groups working with other Action Planning platforms (IUCN/SSC Species Conservation Planning Sub-Committee, other IUCN/SSC Specialist Groups Action Plans, Protected Areas Management Plans etc.).

Time Continuous
Cost Nil
Responsibility TSG Action Plan Implementation Taskforce Members
Indicators “Lessons Learned” regularly shared with other conservation groups working with other Action Planning platforms

GOAL 14 To have a framework for the assessment of success of individual performance on the implementation of Species and National Action Plans.

ACTION 14.1 To identify a framework to monitor, keep in contact with and provide assistance to individuals and organizations that volunteered to work on the implementation of Action Plans.

Time 2012
Cost Nil
Responsibility TSG Action Plan Implementation Taskforce Members
Indicators Framework identified and implemented

GOAL 15 To have TSG country-level strategic plans in at least eight (8) tapir range countries (three (3) lowland tapir, three (3) Baird's tapir, one (1) Malayan tapir, one (1) mountain tapir).

ACTION 15.1 To develop country-level strategic plans based on relevant Species and National Action Plans, as well as on the current TSG Strategic Plan.

Time 2014
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Chair Patrícia Medici; TSG Species Coordinators
Indicators Announcements published on *Tapir Conservation*

GOAL 16 To increase the communication resources available to connect TSG groups and members.

ACTION 16.1 Create a communication mechanism for connecting in-situ/ex-situ stakeholders – **Tactic:** Create a tapir forum/list serve.

Time 2013
Cost US\$1,500
Responsibility Kelly Russo, Coordinator, TSG Education & Marketing Committee
Collaborators TSG Education & Marketing Committee
Indicators Tapir forum/list serve available and robust membership/page views

ACTION 16.2 Improve the TSG *Tapir Conservation* newsletter and submission process – **Tactic 1:** Improve submission and review process.

Time Mid-2012
Cost US\$1,500
Responsibility Anders Gonçalves da Silva
Collaborators TC Newsletter Editorial Board; TSG Chair Patrícia Medici
Indicators Review process complete

ACTION 16.3 Improve the TSG *Tapir Conservation* newsletter and submission process – **Tactic 2:** Assess current content and develop improvements including worldwide update section.

Time Mid-2012
Cost Nil
Responsibility Anders Gonçalves da Silva
Collaborators TC Newsletter Editorial Board; TSG Chair Patrícia Medici
Indicators Worldwide update section included, content assessed, necessary changes incorporated

GOAL 17 To improve our understanding of the impact of hunting and habitat loss on tapirs, and the use of population monitoring tools.

ACTION 17.1 To create a taskforce to evaluate the expertise within the TSG on the evaluation of the impact of hunting and habitat loss on tapirs, as well as on the use of population monitoring tools.

Time 2013

Cost Nil

Responsibility Alberto Mendoza; Anders Gonçalves da Silva; Eduardo Naranjo

Collaborators TSG Chair Patricia Medici; TSG Species Coordinators; TSG Country Coordinators; TSG Membership

Indicators Report of expertise within the TSG finalized and distributed to all relevant parties within the TSG

ACTION 17.2 To start the development of a preliminary global analysis of the impact of hunting and habitat loss on tapir populations.

Time 2014

Cost Nil

Responsibility Eduardo Naranjo; Carl Traeholt; Mathias Tobler

Collaborators TSG Species Coordinators; TSG Country Coordinators; TSG Membership

Indicators Preliminary report of the ongoing situation of tapir populations affected by hunting and habitat loss published on *Tapir Conservation*

GOAL 18 To make all TSG communications materials accessible to key audiences.

ACTION 18.1 Determine relevant languages.

Time 2012

Cost Nil

Responsibility TSG Steering Committee; TSG Country Coordinators

Collaborators N/A

Indicators Key languages determined

ACTION 18.2 Prioritize resources for translation.

Time 2016

Cost US\$10,000

Responsibility TSG Steering Committee; TSG Fundraising Committee

Collaborators TSG Education & Marketing Committee; Translators

Indicators Translations of prioritized resources complete