



TSG Strategic Plan 2008-2010

The TSG Strategic Planning 2008-2010 Workshop was carried out during the Fourth International Tapir Symposium held in Parque XCARET, Quintana Roo, Mexico, from April 26 to May 1st, 2008. The main objective of this session was to set short-term goals and actions that the TSG should undertake over the next three years (2008-2010) 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 Patrícia Medici, Chair of the Tapir Specialist Group and Convener of the Brazilian Network of CBSG.

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 (3) years before the Fifth International Tapir Symposium to be held in Malaysia in 2011. 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?"

The workshop facilitators reviewed all the lists of issues prepared by the symposium participants and combined them into issue categories, defining the workshop dynamics. Four (4) main issue categories were identified and generated four (4) working groups as follows:

- 1.) Education, Outreach, Marketing, and Communication**
- 2.) TSG Structure & Functioning**
- 3.) Action Planning & Implementation**
- 4.) Ex-Situ Conservation**

In the beginning of the session, the issue categories and working groups were presented and participants were asked to join one of these groups at their own discretion. As a first task, each group was requested to identify a leader, a flip-chart recorder, a computer recorder, and a reporter. Each working group was designated a working space and provided with flip-charts and markers.

During this first part of the workshop each group was requested to briefly review and discuss the TSG Strategic Plan 2006-2007 developed during the TSG Strategic Planning Workshop carried out during the Third Symposium held in Argentina in 2006. The main idea behind this revision was that members of all four working groups should familiarize themselves with the type of document we were going to produce during the workshop, the priority goals and actions we addressed over the past two years, the actions we managed to accomplish and the ones we did not.

After that, each working group was requested to briefly discuss & brainstorm ideas about the issues that generated their working group. Then, working groups were requested to create and prioritize short-term **GOALS** to address those issues. The goals identified by each one of the working groups during these initial deliberations were presented in a plenary session, to guarantee that all participants had an opportunity to contribute to the work of the other working groups, and to ensure that issues and goals were carefully reviewed and discussed by the entire group of symposium participants. Working group goals were presented in order of priority in flip-charts up on the walls. Each participant was given 6 sticky dots and was requested to go through all flip charts, all working group goals, and individually vote for the 6 goals they believed should be ranked as priority. The criteria we used was "TSG effectiveness as a tapir conservation group". The workshop facilitators then compiled the individual scores in order to obtain a group prioritization of TSG goals.

As a second step, all working groups were requested to re-assemble and were then asked to develop a list of specific **ACTIONS** that the TSG needs to take in order to reach these higher-priority goals. For each one of the actions, a deadline, an estimated cost, a person to be responsible for its achievement, potential collaborators, and indicators of success were established. Where necessary, similar actions developed by different working groups for an individual goal were combined in the most effective manner. Within any one goal, time was insufficient during the workshop to allow for group prioritization of actions; consequently, these actions are listed in no particular order of priority.

The final outcome of the TSG Strategic Planning Workshop held in Mexico was a list of nineteen (19) priority goals and sixty-one (61) specific actions that the TSG will put into practice over the next three years (2008-2010) in order to reach the goals between now and the Fifth International Tapir Symposium to be held in Malaysia in 2011. The final version of the TSG Strategic Plan 2008-2010 is available online on the TSG Website. This document is extremely important for the TSG and will guide our work over the next three years. Long-term issues directly related to the conservation of the four species of tapirs and their habitats were not addressed during this specific workshop, but have been carefully discussed throughout the process of revision and updating of the first edition of the IUCN/SSC *Tapir Status Survey and Conservation Action Plan* (Brooks *et. al.* 1997), which has been recently finalized.

Working Group Goals

Education, Outreach, Marketing and Communication Working Group

PARTICIPANTS: Alejandra Paredes Aguilar (Ecuador), Anders Gonçalves da Silva (Canada), Andrés Tapia (Ecuador), Celso Poót (Belize), Gilia Angell (United States), Jeanne Zavada (United States), John Abbott (United States), Juliana Rodriguez (Colombia), Kelly Russo (United States), Kendra Bauer (United States), Mathias Tobler (Switzerland/Peru), Michael Zavada (United States), Richard Sheffield (Mexico), and Tim Stahl (United States).

Goal 1: To maintain & expand web presence of tapirs and the IUCN/SSC Tapirs Specialist Group (TSG), *i.e.* TSG Website, online communities and TSG Virtual Library.

Goal 2: To have multimedia tools available and utilize media outlets to increase the awareness of tapirs and tapir conservation, *i.e.* web presence, multimedia (video and written word), action kits, and merchandising.

Goal 3: To have available formal and informal educational materials about tapirs to the public, via download from the TSG Website or on CD on an as needed level.

Goal 4: To promote the exchange of scientific information among professional researchers, students & conservation practitioners.

TSG Structure & Functioning Working Group

PARTICIPANTS: Dena Cator (IUCN Switzerland), Diego Lizcano (Colombia), Lautjie Boshoff (Costa Rica), Lisa Nordstron (United States), Marco Lazaro (Mexico), Patrícia Medici (Brazil), Polly Underdown (Costa Rica), and Zainal Zanudin (Malaysia).

Goal 1: To gain a better understanding of tapir re-introductions and translocations.

Goal 2: To have structures in place that mirror and facilitate implementation of the IUCN/SSC Tapir Specialist Group (TSG) activities, allowing it to adapt to relevant and emerging issues.

Goal 3: To provide and promote the IUCN/SSC Tapir Specialist Group (TSG) documents to professionals and organizations to aid people working in tapir conservation.

Goal 4: To have increased and systematized fundraising for the activities of the IUCN/SSC Tapir Specialist Group (TSG).

Action Planning & Implementation Working Group

PARTICIPANTS: Adriana Sarmiento (Colombia), Agueda Bernal (Colombia), Ann Snook (Mexico), Benoit de Thoisy (French Guyana), Carl Traeholt (Malaysia), Carlos Pedraza (Colombia), David Sima (Mexico), Edgar Matus (Mexico), Efraim Orantes (Mexico), Epigmenio Cruz-Aldán (Mexico), Fengmei Wu Chen (Costa Rica), Fernando Nogales (Ecuador), Gabriela Palacios (Mexico), Georgina O'Farrill (Mexico), Halia Zuniga (Mexico), Jaime Andrés Mejía (Colombia), Joaquin Calvo (Costa Rica), Manolo Garcia (Guatemala), Mathew Colbert (United States), and Olga Montenegro (Colombia).

Goal 1: To promote tapirs not only as a single species but as an integral part of the ecosystem functioning.

Goal 2: National Tapir Action Plans mainstream into respective national development policies.

Goal 3: To predict the possible effects of climate change in tapir's habitat and biology.

Goal 4: To have a framework for the evaluation of the Tapir Action Plans (evaluating the impact of the actions in the Action Plan).

Goal 5: To establish a stronger link between IUCN and the IUCN/SSC Tapir Specialist Group (TSG).

Ex-Situ Conservation Working Group

PARTICIPANTS: Michele Stancer (United States), Joseph Roman (United States), Nanda Kumaren (Singapore), Adrian Harland (United Kingdom), Robert Savil (United Kingdom), Pedro Aguilar Aragon (Mexico), Quinn Brown (United States), Laura Weiner (United States), Gina Della Togna (Panama), Natalia Torres (Ecuador), Alan Shoemaker (United States), Viviana Quse (Argentina), Cristian Gillet (Argentina), Karin Schwartz (United States), Helen Shewman (United States), Budhan Pukazhenthii (United States), Rick Schwartz (United States), Donald Goff (United States), Juan Jose Rojas (Costa Rica), Jorge Garcia (Panama), and Michael Dee (United States).

Goal 1: To ensure all facilities holding captive tapirs have access to published husbandry guidelines.

Goal 2: To establish clear, open communication and mechanisms for cooperation among governmental agencies, researchers and facilities holding tapirs.

Goal 3: To have standardized guidelines for veterinary and nutritional management of tapirs in captivity.

Goal 4: To have management programs (*i.e.* Studbook and Regional Collection Plan) for all four species at all relevant levels (national, regional, international).

Goal 5: To increase representation of governmental agencies, researchers and facilities holding tapirs in the TSG Membership.

Goal 6: To establish assisted reproduction for genetic management of tapirs.

Group's Prioritization of Goals

	Goal	Rank
1	To promote tapirs not only as a single species but as an integral part of the ecosystem functioning.	31
2	National Tapir Action Plans mainstream into respective national development policies.	28
3	To maintain & expand web presence of tapirs and the IUCN/SSC Tapirs Specialist Group (TSG), <i>i.e.</i> TSG Website, online communities and TSG Virtual Library.	27
4	To have management programs (<i>i.e.</i> Studbook and Regional Collection Plan) for all four species at all relevant levels (national, regional, international).	27
5	To gain a better understanding of tapir re-introductions and translocations.	22
6	To promote the exchange of scientific information among professional researchers, students & conservation practitioners.	21
7	To establish clear, open communication and mechanisms for cooperation among governmental agencies, researchers and facilities holding tapirs.	21
8	To have available formal and informal educational materials about tapirs to the public, via download from the TSG Website or on CD on an as needed level.	18
9	To ensure all facilities holding captive tapirs have access to published husbandry guidelines.	18
10	To have structures in place that mirror and facilitate implementation of the IUCN/SSC Tapir Specialist Group (TSG) activities, allowing it to adapt to relevant and emerging issues.	16
11	To provide and promote the IUCN/SSC Tapir Specialist Group (TSG) documents to professionals and organizations to aid people working in tapir conservation.	15

12	To have increased and systematized fundraising for the activities of the IUCN/SSC Tapir Specialist Group (TSG).	14
13	To have standardized guidelines for veterinary and nutritional management of tapirs in captivity.	12
14	To predict the possible effects of climate change in tapir's habitat and biology.	10
15	To have multimedia tools available and utilize media outlets to increase the awareness of tapirs and tapir conservation, <i>i.e.</i> web presence, multimedia (video and written word), action kits, and merchandising.	8
16	To increase representation of governmental agencies, researchers and facilities holding tapirs in the TSG Membership.	8
17	To have a framework for the evaluation of the Tapir Action Plans (evaluating the impact of the actions in the Action Plan).	7
18	To establish assisted reproduction for genetic management of tapirs.	7
19	To establish a stronger link between IUCN and the IUCN/SSC Tapir Specialist Group (TSG).	6

TSG Strategic Plan 2008-2010

GOAL 1 To promote tapirs not only as a single species but as an integral part of the ecosystem functioning.

ACTION 1 Review of data already available that demonstrate the importance of tapirs as part of the ecosystem.

Time One (1) year

Cost Internet access

Responsibility Lowland Tapir: Adriana Sarmiento (Colombia) and Fernando Nogales (Ecuador); Baird's Tapir: Georgina O'Farrill (Mexico) and Manolo García (Guatemala); Mountain Tapir: Carlos Pedraza (Colombia) and Jaime Andrés Mejía (Colombia); Malayan Tapir: Carl Traeholt (Malaysia)

Indicators Data compiled, widely distributed and made available online on the TSG Website.

ACTION 2 Identify which aspects of tapir's ecological functions are known and not known.

Time One (1) year

Cost Internet access

Responsibility Lowland Tapir: Adriana Sarmiento (Colombia) and Fernando Nogales (Ecuador); Baird's Tapir: Georgina O'Farrill (Mexico) and Manolo García (Guatemala); Mountain Tapir: Carlos Pedraza (Colombia) and Jaime Andrés Mejía (Colombia); Malayan Tapir: Carl Traeholt (Malaysia)

Indicators Information included in the document produced in Action 1.

ACTION 3 Generate and distribute material to disseminate the ecological importance of tapirs towards different publics (government, research institutes, local communities). This should be done through the development/distribution/promotion of web links, CD-ROMs, research papers etc.

Time Six (6) months after Action 2

Cost ---

Responsibility TSG Marketing & Education Committee (Co-Coordinator: Gilia Angell and Kelly Russo)

Collaborators Lowland Tapir: Adriana Sarmiento (Colombia) and Fernando Nogales (Ecuador); Baird's Tapir: Georgina O'Farrill (Mexico) and Manolo García (Guatemala); Mountain Tapir: Carlos Pedraza (Colombia) and Jaime Andrés Mejía (Colombia); Malayan Tapir: Carl Traeholt (Malaysia)

Indicators Information included in the document produced in Action 1.

ACTION 4 Generate studies on Economic Environmental Services of tapirs in the ecosystem (Ecological Economics).

Time Three (3) years

Cost ---

Responsibility Olga Montenegro (Colombia)

Collaborators Carlos Pedraza (Colombia) Fernando Nogales (Ecuador), and Diego Lizcano (Colombia)

Indicators Number of proposals prepared and submitted for funding.

GOAL 2 National Tapir Action Plans mainstream into respective national development policies.

ACTION 1 Identify in each tapir range country the focal person or office to promote the National Tapir Action Plans at the government level.

Time Six (6) months
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Members in each tapir range country
Indicators Number of communications maintained among focal persons and relevant governmental agencies.

ACTION 2 Identify mainstreaming tools for planners and decision makers.

Time Six (6) months
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Members in each tapir range country
Indicators Compilation of information about mainstreaming tools.

ACTION 3 Request governments in tapir range countries to include the IUCN/SSC Tapir Specialist Group (TSG) as consultation body in land use planning processes and conservation actions.

Time Six (6) months
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Members in each tapir range country
Indicators Number of inclusions.

ACTION 4 Recommend the governmental agencies in tapir range countries to take into account the National Tapir Action Plans in their decision making process.

Time Six (6) months
Cost Nil
Responsibility TSG Country Coordinators
Collaborators TSG Members in each tapir range country
Indicators Number of governmental agencies contacted; Number of times the National Tapir Action Plans have been used.

GOAL 3 To maintain & expand web presence of tapirs and the IUCN/SSC Tapirs Specialist Group (TSG), *i.e.* TSG Website, online communities and TSG Virtual Library.

ACTION 1 Form a TSG Website action team to maintain and expand web presence (or, if we cannot get members from within the IUCN/SSC Tapir Specialist Group (TSG), look for students volunteers from University of Washington).

Time Three (3) months
Cost Nil
Responsibility Gilia Angell (TSG Webmaster; Co-Coordinator, TSG Marketing & Education Committee, United States)
Collaborators Kelly Russo (Co-Coordinator, TSG Marketing & Education Committee, United States), Kendra Bauer (United States), Juliana Rodriguez (Colombia), Carlos Pedraza (Colombia), and Diego Lizcano (Colombia).
Indicators More than one (1) person is maintaining the TSG Website; TSG Website is maintained, new content and design added; Search Engine optimization, Facebook/YouTube/Flickr accounts, etc.

ACTION 2 Create a forum for technical discussions with ability to archive and search discussions.

Time Six (6) months
Cost Nil
Responsibility Mathias Tobler, Manager, TSG Virtual Library (Switzerland/Peru)
Collaborators Anders Gonçalves da Silva (Canada)
Indicators ListServ is up and running and being actively used.

ACTION 3 Add standardized keywords to the entire archive of the TSG Virtual Library.

Time One (1) year
Cost Nil
Responsibility Mathias Tobler, Manager, TSG Virtual Library (Switzerland/Peru)
Collaborators **NEED VOLUNTEER(S)**
Indicators Keywords in place.

GOAL 4 To have management programs (*i.e.* Studbook and Regional Collection Plan) for all four species at all relevant levels (national, regional, international).

ACTION 1 Complete and update National/Regional/International Studbooks for all tapir species.

Time December 2009
Cost Nil
Responsibility Lowland Tapir: Viviana Quse (Coordinator, TSG Zoo Committee, Argentina) and Aude Desmoulins (EAZA Lowland Tapir Studbook Keeper, France); Baird's Tapir: Joseph Roman (AZA Tapir TAG, Baird's Tapir Studbook Keeper, United States); Malayan Tapir: Carl Traeholt (Malaysia) and Zainal Zainuddin (Malaysia), Michele Stancer (North-American Malayan Tapir Studbook Keeper, United States), and Helmut Magdefrau (Coordinator, EAZA Malayan Tapir EEP, Germany); Mountain Tapir: Alan Shoemaker (United States)
Collaborators Regional Zoo Associations
Indicators National/Regional/International Studbooks for all tapir species have been completed, widely distributed and made available online on the TSG Website.

ACTION 2 Develop National and/or Regional Collection Plans in tapir range countries.

Time June 2010
Cost Nil
Responsibility Baird's Tapir: Joseph Roman (AZA Tapir TAG, Baird's Tapir Studbook Keeper, United States); Malayan Tapir: Zainal Zainuddin (Malaysia); Mountain Tapir: Alan Shoemaker (United States)
Collaborators Range country holding institutions; Governmental agencies
Indicators National and/or Regional Collection Plans have been completed for all four species; Complete Studbooks are widely distributed to all holding facilities of captive tapirs and made available online on the TSG Website.

ACTION 3 Implement National and/or Regional Collection Plans in tapir range countries.

Time Continuous
Cost Nil
Responsibility Alan Shoemaker (United States), Alberto Mendoza (United States and Latin America), and Zainal Zainuddin (Malaysia)
Collaborators Range country holding institutions; Governmental agencies
Indicators National and/or Regional Collection Plans are implemented; Animal transfers/exchanges proceed smoothly.

GOAL 5 To gain a better understanding of tapir re-introductions and translocations.

ACTION 1 To create a TSG Re-Introduction & Translocation Advisory Group to adapt the TSG Guidelines for Tapir Re-Introduction and Translocation to each specific project (*e.g.* Rafiki Lodge in Costa Rica, Malayan tapir projects, Mexican projects).

Time Create group within one (1) month.

Cost Nil

Responsibility Patricia Medici

Collaborators Members of the TSG Re-Introduction & Translocation Advisory Group

Indicators The TSG Re-Introduction & Translocation Advisory Group is set up and names / contact details made available online on the TSG Website.

ACTION 2 To develop an action plan for managing displaced Malayan tapirs.

Time One (1) year

Cost Nil

Responsibility Zainal Zainuddin (TSG Country Coordinator, Malaysia)

Collaborators Carl Traeholt (TSG Malayan Tapir Coordinator, Malaysia) and Wilson Novarino (TSG Country Coordinator, Indonesia)

Indicators Action plan developed, widely distributed in Southeast Asia and made available online on the TSG Website.

GOAL 6 To promote the exchange of scientific information among professional researchers, students & conservation practitioners.

ACTION 1 Create "Research Spotlight" Section within the *Tapir Conservation* Newsletter.

Time December 2008

Cost Nil

Responsibility *Tapir Conservation* Editors & Editorial Board

Collaborators Mathias Tobler, Manager, TSG Virtual Library (Switzerland/Peru)

Indicators Research Spotlight Section regularly included in *Tapir Conservation*

ACTION 2 Create an annual award for best tapir publication in a peer-reviewed journal sponsored by Eastern Tennessee State University Natural History Museum.

Time Every 12 months

Cost US\$200 per award

Responsibility *Tapir Conservation* Editorial Board (selects the winner)

Collaborators Eastern Tennessee State University Natural History Museum, United States

Indicators One award distributed per year.

ACTION 3 Request amendment to the TSG Conservation Fund (TSGCF) Application Form to include publication fees.

Time Summer 2008

Cost Nil

Responsibility Anders Gonçalves da Silva (Canada)

Collaborators TSG Fundraising Committee and TSG Conservation Fund (TSGCF) Reviewing Committee

Indicators Amendment is added to the TSGCF Application Form.

ACTION 4 Publish an edited volume on tapir natural history, biology, ecology, conservation, etc. with contributions from tapir researchers.

Time Three (3) years (launch at Fifth International Tapir Symposium in 2011 in Malaysia)
Cost Need to research costs associated
Responsibility Anders Gonçalves da Silva (Canada), Mathias Tobler (Switzerland/Peru), and Michael Zavada (United States)
Collaborators TSG Membership and Eastern Tennessee State University Natural History Museum, United States
Indicators Volume is published.

GOAL 7 To establish clear, open communication and mechanisms for cooperation among governmental agencies, researchers and facilities holding tapirs.

ACTION 1 Create a Power Point presentation highlighting means to improve communication and cooperation in tapir range countries.

Time Two (2) months
Cost Nil
Responsibility Budhan Pukazhenth, Smithsonian Institution, United States
Collaborators South America: Viviana Quse (Argentina); United States: Alan Shoemaker; Southeast Asia: Zainal Zainuddin (Malaysia); Brazil: Patrícia Medici; Gilia Angell & Kelly Russo, TSG Marketing & Education Committee
Indicators The master Power Point presentation is created and made available online on the TSG Website; Communicated to IUCN/SSC Tapir Specialist Group (TSG).

ACTION 2 Encourage members of the IUCN/SSC Tapir Specialist Group (TSG) to give presentations at national meetings, conferences, host institutions, educational institutions and tapir holding facilities.

Time Continuous; at least one (1) presentation to be given by April/2009
Cost Nil
Responsibility TSG Members
Collaborators None
Indicators TSG member(s) representing each tapir range country has given at least one (1) presentation at one or more venues including national meetings, conferences, host institutions, educational institutions and tapir holding facilities.

ACTION 3 Encourage meetings with governmental and non-governmental organizations to increase awareness and communication.

Time Continuous; at least one (1) meeting accomplished by April/2009
Cost Nil
Responsibility TSG Members
Collaborators None
Indicators TSG member(s) representing each range country has met with one or more governmental and non-governmental institutions to highlight tapir conservation issues and promote communication. Communication has improved among institutions in range countries. Institutions are cooperating both in animal management and research activities. "Improve communication and cooperation" is no longer a priority of this taskforce.

GOAL 8 To have available formal and informal educational materials about tapirs to the public, via download from the TSG Website or on CD on an as needed level.

ACTION 1 Compile and classify existing tapir educational materials, classify them and make them available on the TSG Website.

Time December 2008

Cost Nil

Responsibility Gilia Angell (TSG Webmaster; Co-Coordinator, TSG Marketing & Education Committee, United States)

Collaborators Kelly Russo (Co-Coordinator, TSG Marketing & Education Committee, United States) and other members of the TSG Marketing & Education Committee.

Indicators Materials made available online on the TSG Website.

ACTION 2 Collate Tapir Action Plans education related products. Note: The Tapir Action Plans mentioned here are the Species Action Plans developed during Tapir PHVA Workshops held by the IUCN/SSC Tapir Specialist Group (TSG) throughout the last five (5) years.

Time Three (3) years

Cost Nil

Responsibility Gilia Angell (TSG Webmaster; Co-Coordinator, TSG Marketing & Education Committee, United States) and Kelly Russo (Co-Coordinator, TSG Marketing & Education Committee, United States)

Collaborators Juliana Rodriguez (Colombia), Carlos Pedraza (Colombia), and Alejandra Paredes (Ecuador)

Indicators Education materials are collated and posted on the TSG Website. This ultimately creates the TAPIR EDUCATION KIT as stated in the Tapir Action Plans.

GOAL 9 To ensure all facilities holding captive tapirs have access to published Husbandry Guidelines.

ACTION 1 Distribute electronic and/or printed versions of published Husbandry Guidelines to all facilities holding captive tapirs.

Time Six (6) months

Cost US\$2,500

Responsibility South America: Viviana Quse (TSG Zoo Coordinator, Argentina); Panama: Gina Della Togna (Panama); Central America: Alan Shoemaker (United States); Southeast Asia: Zainal Zainuddin (Malaysia)

Collaborators TSG Membership

Indicators List of institutions to which guidelines were sent via e-mail or mail; All institutions have a copy of the Husbandry Guidelines.

GOAL 10 To have structures in place that mirror and facilitate implementation of the IUCN/SSC Tapir Specialist Group (TSG) activities, allowing it to adapt to relevant and emerging issues.

ACTION 1 As a requirement for membership, all TSG members to be actively involved in at least one TSG Committee, Taskforce or Working Group.

Time Continuous

Cost Nil

Responsibility Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG)

Collaborators Coordinators of TSG Committees, Taskforces and Working Groups; TSG Steering Committee.

Indicators Low rate of turnover for TSG members.

ACTION 2 Complete update of IUCN software to incorporate spatial and species specific data to improve Red Listing process.

Time One (1) year
Cost Nil
Responsibility Dena Cator, Support Officer, IUCN Species Programme (with Jim Ragle, IUCN Species Programme)
Collaborators Alan Shoemaker, TSG Red List Focal Point, United States
Indicators Software completed.

ACTION 3 Restructure TSG Red List Authority.

Time Six (6) months
Cost Nil
Responsibility Patricia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG) and Alan Shoemaker, TSG Red List Focal Point, United States
Collaborators Dena Cator, Support Officer, IUCN Species Programme
Indicators New members for the TSG Red List Authority identified and actively involved; TSG Red List Authority restructured and operating more effectively.

ACTION 4 Training members of the TSG Red List Authority and other interested TSG members.

Time One (1) year
Cost To be determined
Responsibility Patricia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG) and Alan Shoemaker, TSG Red List Focal Point, United States
Collaborators Dena Cator, Support Officer, IUCN Species Programme
Indicators At least six (6) TSG members trained in Red Listing.

ACTION 5 Communication of "Human-Tapir Conflict Working Group" members and others interested in this issue to determine restructuring or dissolution of working group. Possible issues to be addressed in the future include creation of guidelines and recommendations for management of subsistence hunting (concrete, scientifically based and field applicable) for protected area managers.

Time Two (2) months
Cost Nil
Responsibility Diego Lizcano (Colombia)
Collaborators Human-Tapir Conflict Working Group
Indicators Human-Tapir Conflict Working Group restructured and operating or dissolved.

ACTION 6 Identify potential members for the IUCN/SSC Tapir Specialist Group (TSG) in range countries where there currently are not any.

Time One (1) year
Cost Nil
Responsibility TSG Species Coordinators and TSG Country Coordinators
Collaborators TSG Members in tapir range countries
Indicators List of potential members created and discussed; Potential members invited to join the TSG.

GOAL 11 To provide and promote the IUCN/SSC Tapir Specialist Group (TSG) documents to professionals and organizations to aid people working in tapir conservation.

ACTION 1 Update the TSG Genetics Manual.

Time	Four (4) months
Cost	Nil
Responsibility	Anders Gonçalves da Silva, Co-Coordinator, TSG Genetics Committee
Collaborators	Cristina Luis (Co-Coordinator, TSG Genetics Committee, Portugal), Georgina O'Farrill (Mexico), and Zainal Zainuddin (Malaysia)
Indicators	TSG Genetics Manual updated, made available online on TSG Website and circulated to all relevant institutions.

ACTION 2 Finish and publish Survey Methods Manual.

Time	Eight (8) months
Cost	If online, nil
Responsibility	Kendra Bauer (United States)
Collaborators	Olga Montenegro (Colombia)
Indicators	Survey Methods Manual finalized, made available online on TSG Website and circulated to all relevant researchers.

ACTION 3 Determine current use of printed *Tapir Conservation* Newsletter through survey of members and fine-tune the distribution list of printed copies according to feedback. (Poll of members of the IUCN/SSC Tapir Specialist Group (TSG) to see who is willing to relinquish their copies for potential redistribution).

Time	One (1) year
Cost	Nil
Responsibility	Kelly Russo (Layout & Distribution Editor, <i>Tapir Conservation</i> Newsletter)
Collaborators	Michael Dee (Editor for English Contributions, <i>Tapir Conservation</i> Newsletter), Stefan Seitz (Layout & Distribution Editor, <i>Tapir Conservation</i> Newsletter), and Patricia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG).
Indicators	Fewer copies of June 2009 <i>Tapir Conservation</i> Newsletter printed.

GOAL 12 To have increased and systematized fundraising for the activities of the IUCN/SSC Tapir Specialist Group (TSG).

ACTION 1 To develop fundraising materials for the TSG Conservation Fund (TSGCF) and distribute it to potential donors (*e.g.* brochure of recent projects which have benefited from the TSGCF).

Time	One (1) year
Cost	Cost of printing and distributing brochures
Responsibility	Patricia Medici, Coordinator, TSG Fundraising Committee, and Bengt Holst, Chair, EAZA Tapir TAG
Collaborators	Members of the TSG Fundraising Committee
Indicators	Brochure distributed to potential donors.

ACTION 2 Produce annual TSG activities and financial reports and make them available online on the TSG Website.

Time	Annual
Cost	Nil
Responsibility	Patricia Medici, Coordinator, TSG Fundraising Committee
Collaborators	Gilia Angell, Co-Coordinator, TSG Marketing & Education Committee, and TSG Webmaster
Indicators	Reports available online on the TSG Website.

ACTION 3 Continue updating the list of TSG Endorsed Projects and maintain the document available online on the TSG Website.

Time Continuous
Cost Nil
Responsibility **NEED VOLUNTEER(S)**
Collaborators Gilia Angell, Co-Coordinator, TSG Marketing & Education Committee, and TSG Webmaster
Indicators List is up-to-date and available online on the TSG Website.

ACTION 4 Continue updating the List of Potential Donors (already available online on the TSG Website).

Time Continuous
Cost Nil
Responsibility Patricia Medici, Coordinator, TSG Fundraising Committee
Collaborators Gilia Angell, Co-Coordinator, TSG Marketing & Education Committee, and TSG Webmaster
Indicators List is up-to-date and available online on the TSG Website.

ACTION 5 Ensure that the IUCN/SSC Tapir Specialist Group (TSG) is represented at all regional, national and international conferences where potential donors can be identified.

Time Continuous
Cost Cost of travel
Responsibility Bengt Holst, Chair, AZA Tapir TAG; Patricia Medici, Coordinator, TSG Fundraising Committee; and Alberto Mendoza, United States
Indicators TSG is represented at meetings

ACTION 6 Develop a fundraising strategy for the IUCN/SSC Tapir Specialist Group (TSG), including new opportunities which could include donors in range countries as well as abroad.

Time One (1) year
Cost Nil
Responsibility Bengt Holst, Chair, AZA Tapir TAG; Patricia Medici, Coordinator, TSG Fundraising Committee; and Alberto Mendoza, United States
Collaborators TSG Country Coordinators
Indicators Strategy completed and put into practice.

ACTION 7 Continue the annual TSG Zoo Fundraising Campaigns.

Time Annually
Cost Nil
Responsibility Bengt Holst, Chair, AZA Tapir TAG; Patricia Medici, Coordinator, TSG Fundraising Committee; and Alberto Mendoza, United States
Collaborators AZA and EAZA Tapir TAG; Copenhagen Zoo, Denmark; Houston Zoo Inc., United States
Indicators Campaigns carried out in an annual basis.

ACTION 8 Continue the online donations through the TSG Website.

Time Continuous
Cost Nil
Responsibility Gilia Angell, Co-Coordinator, TSG Marketing & Education Committee, and TSG Webmaster
Collaborators TSG Fundraising Committee and TSG Marketing & Education Committee
Indicators More funds available.

GOAL 13 To have standardized guidelines for veterinary and nutritional management of tapirs in captivity.

ACTION 1 Develop standardized guidelines for veterinary management of captive tapirs in range countries. Update should include management of all developmental classes and wild caught animals.

Time One (1) year

Cost Nil

Responsibility TSG Veterinary Committee (Coordinator: Javier Sarria, Colombia) & TSG Zoo Committee (Coordinator, Viviana Quse, Argentina)

Collaborators All members of the TSG Veterinary Committee; All members of the TSG Zoo Committee; Members of the AZA and EAZA Tapir Taxon Advisory Groups (TAGs); IUCN/SSC Wildlife Health Specialist Group (WHSG).

Indicators Existing standardized guidelines have been updated/ revised for use in range countries; Documents translated in various range country languages.

GOAL 14 To predict the possible effects of climate change in tapir's habitat and biology.

ACTION 1 Identify areas and/or habitats within the distribution of the four tapir species which are more susceptible to climate change.

Time One (1) year

Cost To be determined

Responsibility Carlos Pedraza (Colombia)

Collaborators Epigmenio Cruz-Aldán (Mexico), Manolo García (Guatemala), Fengmei Wu Chen (Costa Rica), and Luz Agueda Bernal (Colombia)

Indicators Maps produced and widely distributed.

ACTION 2 Identify which aspects of tapir's biology are more prone to be affected by climate change.

Time Three (3) years

Cost To be determined

Responsibility Luz Agueda Bernal (Colombia), Georgina O'Farrill (Mexico), and Maria Gabriela Palácios (Mexico)

Collaborators ---

Indicators Document produced and widely distributed.

ACTION 3 Review and adapt existing models of climate change to predict possible future tapir distributions.

Time Two (2) years

Cost To be determined

Responsibility Carlos Pedraza (Colombia), Fernando Nogales (Ecuador), and Patrícia Medici (Brazil)

Collaborators Epigmenio Cruz-Aldán (Mexico), Manolo García (Guatemala), Fengmei Wu Chen (Costa Rica), and Luz Agueda Bernal (Colombia)

Indicators Maps and document produced and widely distributed.

GOAL 15 To have multimedia tools available and utilize media outlets to increase the awareness of tapirs and tapir conservation, *i.e.* web presence, multimedia (video and written word), action kits, and merchandising.

ACTION 1 Develop a Tapir Documentary pitch proposal.

Time Three (3) years
Cost Nil
Responsibility Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG)
Collaborators Gilia Angell and Kelly Russo, Co-Coordiators, TSG Marketing & Education Committee; Jeffrey Flocken (United States); Tim Stahl (United States); Kendra Bauer (United States); Diego Lizcano (Colombia); Carl Traeholt (Malaysia)
Indicators One production company has been approached and feedback given; Use learning or interest generated to build momentum for next steps.

ACTION 2 Develop a Tapir Coffee Table Book pitch proposal.

Time One (1) year
Cost Nil
Responsibility Jeffrey Flocken (United States) and Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG)
Collaborators Gilia Angell and Kelly Russo, Co-Coordiators, TSG Marketing & Education Committee; Kendra Bauer (United States); Diego Lizcano (Colombia); Carl Traeholt (Malaysia); IUCN Species Programme
Indicators Publisher is engaged to print the book.

ACTION 3 Produce two small videos using available footage of IUCN/SSC Tapir Specialist Group (TSG) members' work. Videos will be short, branded, watermarked and tell a story related to tapir conservation.

Time One (1) year
Cost Potentially nil
Responsibility Tim Stahl (United States)
Collaborators Gilia Angell and Kelly Russo, Co-Coordiators, TSG Marketing & Education Committee; Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG); Andres Tapia (Ecuador); San Diego University students (United States)
Indicators Videos are produced and made available online on the TSG Website.

ACTION 4 Complete TSG Press Kit.

Time Six (6) months to one (1) year
Cost Nil
Responsibility Gilia Angell and Kelly Russo, Co-Coordiators, TSG Marketing & Education Committee; Jeffrey Flocken (United States)
Collaborators Alejandra Paredes (Ecuador)
Indicators Press Kit is completed and made available online on the TSG Website.

ACTION 5 Establish a TSG Café Press Store with our Logos and Artwork.

Time One (1) year
Cost Nil – This is potentially fundraising device
Responsibility Tim Stahl (United States)
Collaborators Gilia Angell and Kelly Russo, Co-Coordiators, TSG Marketing & Education Committee
Indicators Store is established with curated artwork that has passed the TSG Marketing & Education Committee approval.

ACTION 6 Circulate hard copies of *Tapir Conservation* Newsletter to universities, concentrating on tapir range countries.

Time One (1) year
Cost Postage costs
Responsibility Kelly Russo, Distribution Editor, *Tapir Conservation* Newsletter
Collaborators TSG Country Coordinators, TSG Species Coordinators, TSG Members in general, Andrés Tapia (Ecuador)
Indicators Mailing more copies to university and less to TSG members.

GOAL 16 To increase representation of governmental agencies, researchers and facilities holding tapirs in the TSG Membership.

ACTION 1 Identify contacts in governmental agencies, researchers and zoological facilities holding tapirs to be included in the mailing list for distribution of the *Tapir Conservation* Newsletter, either electronic or printed format.

Time October 2008
Cost To be determined
Responsibility Alberto Mendoza (United States) and Patrícia Medici (Chair, IUCN/SSC Tapir Specialist Group (TSG), Brazil)
Collaborators Members of the Editorial Board of *Tapir Conservation*
Indicators *Tapir Conservation* mailing list has been updated

ACTION 2 Distribute the *Tapir Conservation* Newsletter to new mailing list.

Time December 2008
Cost US\$5,000/year for two issues - June and December (Annual Operation Costs provided by the Houston Zoo Inc., United States)
Responsibility Kelly Russo (Distribution Editor, *Tapir Conservation* Newsletter) and Patrícia Medici (Chair, IUCN/SSC Tapir Specialist Group (TSG), Brazil)
Collaborators Houston Zoo Inc., United States; Members of the Editorial Board of *Tapir Conservation*
Indicators *Tapir Conservation* mailed to all contacts listed in the new mailing list.

ACTION 3 Proactively invite contacts to participate in the activities of the IUCN/SSC Tapir Specialist Group (TSG).

Time Continuous
Cost Nil
Responsibility Patrícia Medici (Chair, IUCN/SSC Tapir Specialist Group (TSG), Brazil)
Collaborators TSG Species Coordinators, TSG Country Coordinators, TSG Membership
Indicators Participation of representatives from governmental agencies, research institutions and zoological facilities holding tapirs increased.

GOAL 17 To have a framework for the evaluation of the Tapir Action Plans (evaluating the impact of the actions in the Action Plans).

ACTION 1 Design a protocol for evaluation of Tapir Action Plans including strategies to monitor deadlines, indicators, periodicity, and level of progress for each action and goal.

Time Three (3) years

Cost Nil

Responsibility TSG Action Plan Implementation Taskforce:

- Coordinator: Patrícia Medici
- Lowland Tapir Focal Points: Juliana Rodriguez (Colombia), Olga Montenegro (Colombia), and Benoit de Thoisy (French Guiana).
- Baird's Tapir Focal Point: Kendra Bauer (United States/Costa Rica)
- Mountain Tapir Focal Point: Carlos Pedraza (Colombia)
- Malayan Tapir Focal Points: Carl Traeholt (Malaysia) and Zainal Zainuddin (Malaysia)
- Ex-Situ Conservation Focal Points: Viviana Quse (Lowland Tapir), Alberto Mendoza (Baird's Tapir), and S R Nandakumaren (Malayan Tapir)
- Marketing & Education Focal Point: Kelly Russo (United States)

Collaborators TSG Species Coordinators and TSG Country Coordinators

Indicators Protocol developed and in use.

GOAL 18 To establish assisted reproduction for genetic management of tapirs.

ACTION 1 Establish a TSG Taskforce to identify research priorities (*e.g.* reproductive biology, reproductive technologies, veterinary medicine, genetics, and husbandry) for captive management.

Time August 2008

Cost Nil

Responsibility Lisa Nordstrom, Zoological Society of San Diego, United States

Collaborators Budhan Pukazhenth, Smithsonian Institution, United States

Indicators TSG Ex-Situ Research Taskforce established.

ACTION 2 Develop a prioritized list of research needs for submission to the IUCN/SSC Tapir Specialist Group (TSG).

Time December 2008

Cost Nil

Responsibility Lisa Nordstrom, Zoological Society of San Diego, United States; Budhan Pukazhenth, Smithsonian Institution, United States; and Anders Gonçalves da Silva, Coordinator, TSG Genetics Committee.

Collaborators Other members of the TSG Ex-Situ Research Taskforce

Indicators Prioritized list of research needs drafted.

GOAL 19 To establish a stronger link between IUCN and the IUCN/SSC Tapir Specialist Group (TSG).

ACTION 1 To ensure that the e-mail addresses of all members of the IUCN/SSC Tapir Specialist Group (TSG) are included in all relevant IUCN and Species Survival Commission (SSC) e-mailing lists.

Time Three (3) months

Cost Nil

Responsibility Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG)

Collaborators Dena Cator, Support Officer, IUCN Species Programme

Indicators E-mail addresses included in all relevant IUCN and SSC e-mailing lists and TSG members receiving IUCN and SSC communications.

ACTION 2 To promote better communication between members of the IUCN/SSC Tapir Specialist Group (TSG) and the SSC Network Support Officer.

Time Three (3) months

Cost Nil

Responsibility Patrícia Medici, Chair, IUCN/SSC Tapir Specialist Group (TSG)

Collaborators Dena Cator, Support Officer, IUCN Species Programme

Indicators Members of the TSG in regular communication with the SSC Network Support Officer.