

TSG Strategic Plan 2015-2017

The TSG Strategic Planning Workshop was carried out during the Sixth International Tapir Symposium held in Campo Grande, Mato Grosso do Sul State, Brazil, from November 16-20, 2014. During this session, symposium participants set short-term goals and actions that the IUCN/SSC Tapir Specialist Group (TSG) should undertake over the next 3 years (2015-2017), until the Seventh International Tapir Symposium, in order to be more effective in terms of tapir conservation worldwide. The facilitators of the workshop were **Bengt Holst**, active member of the TSG and Convener of the European Network of the IUCN/SSC Conservation Breeding Specialist Group (CBSG), and **Patrícia Medici**, Chair of the TSG.

Previously to the workshop session itself, conference participants were asked to prepare a list of FIVE ISSUES they believed the TSG should be addressing over the next triennium. Participants were requested to ask themselves “What issues should the TSG address 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. Six main issue categories were identified and generated **6 WORKING GROUPS** as follows:

- 1.) TSG Organizational Matters**
- 2.) TSG Relationships with Other Groups**
- 3.) Information Gathering and Exchange**
- 4.) Communication / Marketing / Fundraising**
- 5.) Ex-Situ Conservation**
- 6.) Veterinary Issues**

During the first part of the workshop each group was requested to briefly review and discuss the **TSG Strategic Plan 2012-2014** developed during the Fifth International Tapir Symposium held in Malaysia in 2011. It was important that participants familiarized themselves with the type of document we were going to develop, 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 Campo Grande, Mato Grosso do Sul, Brazil, in November 2014, is a list of 88 ACTION STEPS that the IUCN/SSC Tapir Specialist Group (TSG) will implement over the next three years (2015-2017) before the Seventh International Tapir Symposium to be held in Colombia in 2017.

Working Group Goals

TSG Organizational Matters

PARTICIPANTS: Cláudia Igayara (Brazil), Cody Schank (USA), Cristina Jaques Cunha (Brazil), Jardel Brandão Seibert (Brazil), and Marília Marini (Brazil).

Goal 1 - To have active TSG Country Coordinators in all tapir range countries.

Goal 2 - TSG Tapir Action Plans used by all tapir range countries.

Goal 3 - To increase TSG representation and activity in all tapir range countries.

Goal 4 - To have platforms to address the following issues: *Tapirus kabomani*, Amazon/Andes Initiative, Sustainable Hunting and Indigenous Communities.

TSG Relationships with Other Groups

PARTICIPANTS: Amabili Falqueto Mistura (Brazil), Andrea Herrera Chaves (Costa Rica), Andressa Gatti (Brazil), Carl Traeholt (Malaysia/Denmark), Carolina Carvalho Cheida (Brazil), Celso Poot (Belize), Kevin Flesher (Brazil), Mariana Landis (Brazil), Ninon Meyer (France/Panama), Onnie Byers (USA), Sanusi Mohamed (Malaysia), and Wilson Novarino (Indonesia).

Goal 1 - TSG tapir conservation concerns and priorities form an integrated part of government land-use planning.

Goal 2 - TSG plays a coordinating role in prioritizing tapir conservation research and providing network to facilitate research.

Goal 3 - Development financing includes tapir conservation.

Goal 4 - Tapir conservation and awareness as an integrated part of Standard Operational Procedures (SOP) and Corporate Social Responsibility (CSR) in corporate sector.

Goal 5 - Tapir is included as a priority species by conservation NGOs.

Goal 6 - All IUCN/SSC Specialist Groups are aware of the TSG model of action planning.

Goal 7 - Taxon IUCN/SSC Specialist Groups share relevant information.

Information Gathering and Exchange

PARTICIPANTS: Anders Gonçalves da Silva (Brazil/Australia), Andres Tapia (Ecuador), Benoit de Thoisy (French Guiana), Boyd Simpson (Malaysia/Australia), Cleber Gustavo de Góes (Brazil), Cristina Mariella López Málaga (Peru), Diego Lizcano (Colombia), Hugo Batista Esteves (Brazil), Jessica Amanzo (Peru), Lucas Burity de Almeida Teixeira (Brazil), Manolo García (Guatemala), Mario Cozzuol (Brazil), Maron Galliez (Brazil), Matthew Colbert (USA), Mathias Tobler (Switzerland/Peru/USA), and Rafael Ferreira (Brazil).

- Goal 1** - To have the status of *Tapirus kabomani* resolved.
- Goal 2** - To have comprehensive knowledge of the distribution of all tapir species.
- Goal 3** - Tapir researchers are using the best field methods and statistical tools.
- Goal 4** - More tapir research addresses conservation priorities.
- Goal 5** - To have a deeper understanding of the status of tapirs in the Amazon/Andes.
- Goal 6** - Reduce the impact of infrastructure projects on tapirs and their habitats.
- Goal 7** - Be active in the climate change debate.
- Goal 8** - To have the conservation status of *Tapirus kabomani* defined and the need for an Action Plan evaluated.

Communication / Marketing / Fundraising

PARTICIPANTS: Alvaro Simons Alonso (Nicaragua), Christopher Jordan (USA/Nicaragua), Fernando Nogales (Ecuador), Georgina O’Farrill (Mexico/Canada), Jeffrey Flocken (USA), Kelly Russo (USA), and Miguel Ruiz Galeano (Nicaragua).

- Goal 1** - Double TSG funding budget for grant programs, operational costs and TSG activities.
- Goal 2** - To increase tapir awareness opportunities through 2017.

Ex-Situ Tapir Conservation

PARTICIPANTS: Aude Desmoulins (France), Budhan Pukazhenthii (USA), Carolina Holguin (Mexico), Lautjie Boshoff (Costa Rica), Matt Hartley (UK), Michele Stancer (USA), Paula Gonzalez Ciccía (Argentina), Robert Ian Savill (UK), Rodrigo Teixeira (Brazil), Salman Bin Saaban (Malaysia), Tomasz Strzaka (Poland), and Yuko Onuma (Japan).

Goal 1 - All Latin American zoos holding tapirs are participating in population management.

Goal 2 - Ex-situ tapir populations are genetically, behaviorally and physically healthy in order to contribute to conservation.

Goal 3 - One Plan Approach is implemented for tapir conservation.

Goal 4 - Ex-situ tapir populations are utilized in basic and applied research in order to contribute to conservation.

Goal 5 - Ex-situ tapir management plans (studbooks, collection plans) are available at national and regional levels.

Veterinary Issues

PARTICIPANTS: Carlos Jimenez (USA/Colombia), Caroline Testa (Brazil), Diego Francis Passos Viana (Brazil), Genevieve Dumonceaux (USA), Hanna Sibuya Kokubun (Brazil), Igor da Cunha Lima Acosta (Brazil), Lucas Bezerra da Silva Azuaga (Brazil), Matt Hartley (UK), Paulo Rogerio Mangini (Brazil), Renata Carolina Fernandes Santos (Brazil), Rogério Loesch Zacariotti (Brazil), Silvia Neri Godoy (Brazil), Thaís Guimarães Luiz (Brazil), Thamy de Almeida Moreira (Brazil), Thiago Fernandes Martins (Brazil), and Zainal Zahari (Malaysia).

Goal 1 - Integration of tapir health management in-situ and ex-situ considering the One Plan Approach.

Goal 2 - Consistent veterinarian participation in the TSG Veterinary Committee.

Goal 3 - The impact of tapir health on in-situ and ex-situ conservation is well understood and integrated in the TSG Tapir Action Plans.

Goal 4 - Optimal reproductive capacity and genetic diversity.

Group Prioritization of Goals

GOAL		Votes
1	Double TSG funding budget for grant programs, operational costs and TSG activities	38
2	To have the status of <i>Tapirus kabomani</i> resolved	32
3	To have active TSG Country Coordinators in all tapir range countries	30
4	TSG tapir conservation concerns and priorities form an integrated part of government land-use planning	26
5	TSG Tapir Action Plans used by all tapir range countries	21
6	Integration of tapir health management in-situ and ex-situ considering the One Plan Approach	21
7	To have comprehensive knowledge of the distribution of all tapir species	20
8	Consistent veterinarian participation in the TSG Veterinary Committee	20
9	All Latin American zoos holding tapirs are participating in population management	16
10	To increase tapir awareness opportunities through 2017	15
11	The impact of tapir health on in-situ and ex-situ conservation is well understood and integrated in TSG Tapir Action Plans	15
12	To increase TSG representation and activity in all tapir range countries	12
13	Tapir researchers are using the best field methods and statistical tools	12
14	To have platforms to address the following issues: <i>Tapirus kabomani</i> , Amazon/Andes Initiative, Sustainable Hunting and Indigenous Communities	11
15	Ex-situ tapir populations are genetically, behaviorally and physically healthy in order to contribute to conservation	10
16	One Plan Approach is implemented for tapir conservation	10
17	Ex-situ tapir populations are utilized in basic and applied research in order to contribute to conservation	9
18	TSG plays a coordinating role in prioritizing tapir conservation research and providing network to facilitate research	6
19	Optimal reproductive capacity and genetic diversity	6
20	Ex-situ tapir management plans (studbooks, collection plans) are available at national and regional levels	5
21	More tapir research addresses conservation priorities	5

22	Development financing includes tapir conservation	5
23	To have a deeper understanding of the status of tapirs in the Amazon/Andes	4
24	Reduce the impact of infrastructure projects on tapirs and their habitats	4
25	Be active in the climate change debate	4
26	Tapir conservation and awareness as an integrated part of Standard Operational Procedures (SOP) and Corporate Social Responsibility (CSR) in corporate sector	3
27	Tapir is included as a priority species by conservation NGOs	2
28	To have the conservation status of <i>Tapirus kabomani</i> defined and the need for an Action Plan evaluated	1
29	All IUCN/SSC Specialist Groups are aware of the TSG model of action planning	1
30	Taxon IUCN/SSC Specialist Groups share relevant information	0

TSG Strategic Plan 2015-2017

GOAL 01. Double TSG funding budget for grant programs, operational costs and TSG activities.

Current Operating Budget: US\$15,000 annual (Copenhagen Zoo: US\$10,000; Houston Zoo: US\$5,000)

Potential Long-Term Fundraising Goals:

Establishing a TSG funding reserve; Hiring a part-time fundraiser to work in U.S. 501c3: US\$35,000;
Professionally moderated strategic planning for TSG Steering Committee: US\$20,000

ACTION 1.1 - Improve web fundraising options.

Time March 2015
Cost US\$/hour (Kara Masharani)
Responsibility Kelly Russo and Kara Masharani (TSG Webmaster)
Collaborators TSG Chair Patricia Medici
Indicators Donor recognition and donor levels established

FEEDBACK FROM KELLY RUSSO: IN-PROGRESS; Kelly Russo and Kara Masharani are working on a complete re-design and revamp of the TSG Website. New website will be launched before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

ACTION 1.2 - Determine best option for a tax-deductible status in the U.S.

Time Memos are completed by 6 months
Cost N/A (maybe cost implications depending on choice)
Responsibility Jeffrey Flocken, Christopher Jordan
Collaborators TSG Steering Committee
Indicators Jeffrey Flocken will create pro/con memo for 501c3 status. Christopher Jordan will create pro/con memo for fiscal sponsor option. TSG Steering Committee will vote on path forward.

FEEDBACK FROM CHRISTOPHER JORDAN and PATI MEDICI: CHANGE OF DIRECTION; We did not advance on this action in any significant way. Nonetheless, we have advanced multiple joint tapir initiatives and projects via fiscal sponsors, including the World Tapir Conservation Programme that has a 500,000 Euro budget from Fondation Segré in Switzerland and an US\$80,000 project through the Houston Zoo. We continue to work with the Houston Zoo in the United States and the Copenhagen Zoo in Denmark as our FISCAL SPONSORS. In addition, we are also able to raise funds via Global Wildlife Conservation without any additional formal agreements. All these different options will allow us to raise funds as the TSG through multiple zoos and a non-profit. Given this, we do not believe it is necessary to worry about other tax-deductible arrangements at this time.

ACTION 1.3 - Meet with 8 large funding bodies over the next 3 years to introduce them to tapir conservation issues.

Time 3 years
Cost Travel costs for TSG Chair Patricia Medici
Responsibility Jeffrey Flocken in the United States; Bengt Holst in Europe; with Patricia Medici
Collaborators N/A
Indicators Someone identifies funders, makes a timeline for meetings

FEEDBACK FROM PATI MEDICI: PARTIALLY COMPLETED; Development of proposals for joint conservation programs with Fondation Segré and the US Fish & Wildlife Service. This will be discussed during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017, and this ACTION will be maintained in next TSG Strategic Plan 2018-2020.

ACTION 1.4 - Integrate into current TSG Conservation Fund (TSGCF) grant program: Designate funds to help TSG members attend a zoo conference.

Time	Begin 2015
Cost	Travel funds approximately US\$3,000 per year
Responsibility	TSG Chair Patrícia Medici
Collaborators	TSG Conservation Fund selection committee
Indicators	1 TSG member per year is funded to attend a zoo conference

FEEDBACK FROM PATI MEDICI: COMPLETED; funds were designated and advertised, but we did not see a lot of interest. Patrícia Medici and Chris Jordan continued to represent the TSG in zoo conferences including AZA, EAZA, ZACC, and EAZA Conservation Forum.

ACTION 1.5 - Hold a Fundraising Seminar adjacent to the 2017 Seventh International Tapir Symposium in Colombia.

Time	2017
Cost	US\$12,000
Responsibility	Jeffrey Flocken
Collaborators	Professional fundraising trainer
Indicators	Half-day training seminar occurs

FEEDBACK FROM PATI MEDICI and JEFF FLOCKEN: TO BE IMPLEMENTED during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

ACTION 1.6 - Research crowdfunding option for TSG projects.

Time	6 months
Cost	N/A
Responsibility	Georgina O’Farrill, Christopher Jordan
Collaborators	Kelly Russo, Patrícia Medici
Indicators	Recommendations created and distributed to TSG Steering Committee; List of projects identified for funding

FEEDBACK FROM CHRISTOPHER JORDAN: CHANGE OF DIRECTION; Although I have not researched this specifically, I no longer consider this to be a good organizational wide option. Individual project teams or TSG members can certainly create their own crowdfunding campaigns, but the level of fundraising desired for tapir conservation at the scale of the entire TSG is too large for a crowdfunding initiative. I recommend working on larger proposal and larger donors. If someone would like to volunteer to assist with TSG related crowdfunding campaigns this would be acceptable, but I do not think the TSG Steering Committee or others should spend too much time and effort on crowdfunding.

GOAL 02. To have the status of *Tapirus kabomani* resolved.

ACTION 2.1 - Create a Taskforce to define the conservation status of *Tapirus kabomani* and define the need for Red List Assessment and Action Plan.

Time	Immediate
Cost	N/A
Responsibility	TSG Chair Patrícia Medici
Collaborators	Anders Gonçalves da Silva and Ahimsa Campos-Arceíz, Facilitators of the <i>Tapirus kabomani</i> panel
Indicators	Taskforce created

FEEDBACK FROM PATI MEDICI: COMPLETED; Taskforce created during Sixth International Tapir Symposium held in Campo Grande, MS, Brazil in November 2014.

ACTION 2.2 - Facilitate sharing and compile additional samples for genetic and morphological analysis for *Tapirus kabomani*, *Tapirus terrestris*, and *Tapirus pinchaque*.

Time	On-going
Cost	US\$1,000
Responsibility	Benoit de Thoisy, Mario Cozzuol
Collaborators	Matthew Colbert, Armando Castellanos, other tapir researchers, <i>Tapirus kabomani</i> Taskforce
Indicators	Double the number of specimen for morphology for all species, and obtain four-fold increase of sample size for genetics of <i>Tapirus kabomani</i> and <i>Tapirus pinchaque</i>

STATUS NOT REPORTED

ACTION 2.3 - Revisit the recommendation from *Tapirus kabomani* panel with new data.

Time	12 months
Cost	N/A
Responsibility	<i>Tapirus kabomani</i> Taskforce: Anders Gonçalves da Silva and Ahimsa Campos-Arceíz
Collaborators	TSG Chair Patrícia Medici
Indicators	A new recommendation is provided

FEEDBACK FROM PATI MEDICI: NOT COMPLETED; Depends on implementation of action 2.2

ACTION 2.4 - Produce and make available a practical guide to identify *Tapirus kabomani* from external and morphological characteristics.

Time	3 months
Cost	N/A
Responsibility	Mario Cozzuol and Benoit de Thoisy
Collaborators	<i>Tapirus kabomani</i> Taskforce, Anders Gonçalves da Silva, Mathias Tobler, Jessica Amanzo, Matthew Colbert, Cristina Lopez, Gustavo Góes, Rafael Ferreira, Lucas Teixeira, Hugo Esteves.
Indicators	Guide in 3 languages published on the TSG Website

STATUS NOT REPORTED

GOAL 03. To have active TSG Country Coordinators in all tapir range countries.

ACTION 3.1 - To update list of TSG Country Coordinators & identify gaps and replacements needed.

Time	January 2015
Cost	N/A
Responsibility	TSG Chair Patrícia Medici
Indicators	List of TSG Country Coordinators updated & gaps identified

FEEDBACK FROM PATI MEDICI: COMPLETED; Please see attached. **CURRENT GAPS INCLUDE:** Colombia, Venezuela, Belize, Myanmar and Thailand. There are countries where we may need to consider replacements.

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: Although we have a TSG Country Coordinator for Costa Rica, we may want to consider a replacement. We believe that Esteban Brenes has been a very active member of the TSG and has a lot of potential to become Country Coordinator for that country.

ACTION 3.2 - To identify people to fill the country gaps & necessary regional leadership.

Time	March 2015
Cost	N/A
Responsibility	TSG Species Coordinators: Manolo Garcia (Baird's Tapir), Armando Castellanos (Mountain Tapir), Viviana Quse (Lowland Tapir), Carl Traeholt (Malayan Tapir)
Collaborators	Existing TSG Country Coordinators; TSG Chair Patrícia Medici
Indicators	New TSG Country Coordinators identified

FEEDBACK FROM PATI MEDICI: PARTIALLY COMPLETED; Some TSG Species Coordinators and Country Coordinators have been helpful in trying to identify people to fill the country gaps. Tony Lynam has been communicating regularly with Pati Medici and Carl Traeholt about his efforts to identify local coordinators for Myanmar and Thailand.

FEEDBACK FROM CHRISTOPHER JORDAN: We could use incipient efforts to create a Colombian Mountain Tapir working group to help identify a new TSG Country Coordinator for Colombia.

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: In 2016, we created a Google (online) document (to be filled by Country coordinators and collaborators) in order to identify people working with Baird's tapir within its distribution range. This online document was not updated in 2017.

ACTION 3.3 - To list actions for all TSG Country Coordinators to implement (job description)

Time	March 2015
Cost	N/A
Responsibility	TSG Chair Patrícia Medici, Bengt Holst
Collaborators	TSG Species Coordinators; TSG Country Coordinators
Indicators	Work plan / job description created

FEEDBACK FROM PATI MEDICI and BENGT HOLST: COMPLETED; Please see attached. Job description will be discussed during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

ACTION 3.4 - To contact candidates & get them to accept.

Time	June 2015
Cost	N/A
Responsibility	TSG Species Coordinators: Manolo Garcia (Baird's Tapir), Armando Castellanos (Mountain Tapir), Viviana Quse (Lowland Tapir), Carl Traeholt (Malayan Tapir)
Collaborators	Existing TSG Country Coordinators; TSG Chair Patrícia Medici
Indicators	Complete list of TSG Country Coordinators; TSG represented and active in all tapir range countries in South and Central America and Southeast Asia

FEEDBACK FROM PATI MEDICI: PARTIALLY COMPLETED; Some TSG Species Coordinators and Country Coordinators have been communicating with potential candidates (e.g. Tony Lynam for Myanmar and Thailand).

ACTION 3.5 - To report on actions implemented by each TSG Country Coordinator.

Time	December 2015, 2016, 2017
Cost	N/A
Responsibility	TSG Country Coordinators
Collaborators	Members of regional groups
Indicators	Regular e-mail communication with relevant species coordinator and the chair, annual short report

FEEDBACK FROM PATI MEDICI: PARTIALLY COMPLETED; With the exception of a few countries where coordinators are very active, there was very little communication with the Chair. With that said, all TSG Country Coordinators attending the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017, will be requested to present a report.

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: In 2016, we created a Google (online) document (to be filled by Country coordinators and collaborators) which compiled actions implemented by each country coordinator that year, but we never compiled a report.

GOAL 04. TSG tapir conservation concerns and priorities form an integrated part of government land-use planning.

ACTION 4.1 - Develop standard letter including the IUCN/TSG logo and send it to TSG Country

Coordinators.

Time	December 2014
Cost	N/A
Responsibility	Ninon Meyer, Celso Poot
Collaborators	Proof Reader (Kevin Flesher); TSG Country Coordinators
Indicators	Letter sent

STATUS NOT REPORTED

ACTION 4.2 - Follow up (workshop, meeting, presentation: appropriate method determined by TSG Country coordinators) and use the opportunity to disseminate TSG information.

Time	1-2 years
Cost	N/A
Responsibility	Carl Traeholt
Collaborators	TSG Country Coordinators
Indicators	Event carried out

FEEDBACK FROM PATI MEDICI: PARTIALLY IMPLEMENTED, NOT SISTEMATICALLY; Through the work of individual researchers in different countries.

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: Through the Segré project, information about the TSG has been disseminated with different community, governmental and non-governmental actors in the central and rural areas of Guatemala (mainly in the Maya Biosphere Reserve).

FEEDBACK FROM CHRISTOPHER JORDAN: In Nicaragua, we have continued to make presentations on tapirs and the TSG. Likewise, Esteban Brenes has made multiple presentations in Costa Rica, including presentations that mention regional collaborations for Baird's tapir conservation.

ACTION 4.3 - Effectiveness of previous actions in achieving goal; evaluation and short report on results to be presented during Seventh International Tapir Symposium to be held in Colombia in 2017.

Time	3-6 months before the Seventh International Tapir Symposium to be held in Colombia in 2017
Cost	N/A
Responsibility	Carl Traeholt, Celso Poot, Carolina Cheida, Ninon Meyer, Wilson Novarino
Collaborators	TSG Country Coordinators
Indicators	Report submitted

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: NOT IMPLEMENTED, BUT COULD STILL BE DONE

FEEDBACK FROM CHRISTOPHER JORDAN: It is unclear to me what this refers to, but we should discuss lessons learned, new direction, etc. during this year's symposium.

GOAL 05. TSG Tapir Action Plans used by all tapir range countries.

ACTION 5.1 - Create taskforces to update the TSG Tapir Action Plans as needed.

Time	January 2015
Cost	N/A
Responsibility	TSG Chair Patrícia Medici
Indicators	Taskforces in place

FEEDBACK FROM PATI MEDICI: CHANGE OF DIRECTION; We have decided we need to create the opportunity to discuss our Tapir Action Plans. Discussions will take place during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017. We must decide if it is still worth it reviewing the plans every three years or if the time has come to develop new plans.

ACTION 5.2 - Update TSG Tapir Action Plans.

Time	February 2015
Cost	N/A
Responsibility	Lowland Tapir (Patrícia Medici, Benoit de Thoisy, Anders Gonçalves da Silva), Baird's Tapir (Manolo García, Christopher Jordan), Mountain Tapir (Diego Lizcano, Armando Castellanos, Jessica Amanzo, Andres Tapia)
Indicators	Action plans for Lowland Tapir, Baird's Tapir and Mountain Tapir updated

FEEDBACK FROM PATI MEDICI: CHANGE OF DIRECTION; We have decided we need to create the opportunity to discuss our Tapir Action Plans. Discussions will take place during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017. We must decide if it is still worth it reviewing the plans every three years or if the time has come to develop new plans.

ACTION 5.3 - Identify gaps\replacements for TSG Action Plan Implementation Taskforce focal points and people to fill these positions.

Time	February 2015
Cost	N/A
Responsibility	Lowland Tapir (Patrícia Medici, Benoit de Thoisy, Anders Gonçalves da Silva), Baird's Tapir (Manolo García, Christopher Jordan), Mountain Tapir (Diego Lizcano, Armando Castellanos, Jessica Amanzo, Andres Tapia)
Indicators	Focal points identified, contacted and assigned

FEEDBACK FROM PATI MEDICI: CHANGE OF DIRECTION; We have decided we need to create the opportunity to discuss our Tapir Action Plans. Discussions will take place during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017. We must decide if it is still worth it reviewing the plans every three years or if the time has come to develop new plans.

ACTION 5.4 - Preparation of annual reports on actions implemented.

Time	December 2015, 2016, 2017
Cost	N/A
Responsibility	Lowland Tapir (Benoit de Thoisy, Anders Gonçalves da Silva), Baird's Tapir (Manolo García, Christopher Jordan), Mountain Tapir (Diego Lizcano, Armando Castellanos, Jessica Amanzo, Andres Tapia)
Indicators	Short reports submitted by email to TSG Chair Patrícia Medici

FEEDBACK FROM PATI MEDICI: CHANGE OF DIRECTION; We have decided we need to create the opportunity to discuss our Tapir Action Plans. Discussions will take place during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017. We must decide if it is still worth it reviewing the plans every three years or if the time has come to develop new plans.

ACTION 5.5 - Stimulate and support the creation of National Action Plans.

Time	December 31 st 2017
Cost	N/A
Responsibility	Lowland Tapir (Patrícia Medici, Benoit de Thoisy, Anders Gonçalves da Silva), Baird's Tapir (Manolo García, Christopher Jordan), Mountain Tapir (Diego Lizcano, Armando Castellanos, Jessica Amanzo, Andres Tapia)
Collaborators	Marilia Marini, ICMBio Brazil
Indicators	Development of National Action Plans in progress

FEEDBACK FROM CHRISTOPHER JORDAN, TSG COUNTRY COORDINATOR FOR NICARAGUA: We have promoted the creation of new action plans at the national level in both Nicaragua and Guatemala via the World Tapir Conservation Programme. Furthermore, through our nascent Baird's Tapir Survival Alliance we hope to update the Baird's Tapir Action Plan and turn it into a larger proposal that can be used for more active fundraising initiatives. We have initial plans to go through a similar process for mountain tapirs. In short, we are re-thinking the process of continually updating action plans by developing smaller, more active tapir species working groups that can better maintain TSG momentum between symposiums that will work on strategic plans for the working groups that include priority actions for each range country. C. Jordan will help with fundraising for these working groups through GWC, Houston Zoo, and others.

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: In Guatemala, we are starting the process of creating the National Action Plan. Six lines of action have been defined and will be addressed by different institutions.

FEEDBACK FROM NEREYDA ESTRADA, TSG COUNTRY COORDINATOR FOR HONDURAS: En el caso de Honduras, desde el año 2012 las agencias de Gobierno con el apoyo de los voluntarios del TSG publicaron un plan para la conservación del danto en Honduras. En los años 2015, 2016 y 2017 se han realizado talleres anuales con diversos actores, oficinas de gobierno, ONGs, academia, zoológicos, voluntarios e investigadores para evaluar el avance en el ejecución del mismo e impulsar las actividades a ejecutar. En cada evaluación se ha preparado un informe completo.

GOAL 06. Integration of tapir health management in-situ and ex-situ, considering the ONE PLAN APPROACH.

ACTION 6.1 - Undertake a tapir health review using a common questionnaire for Lowland and Malayan tapirs in Europe and consider utilizing the same approach in other regions if successful.

Time	2017, to be presented at Seventh International Tapir Symposium in Colombia
Cost	US\$1,000 (Matt Hartley has the necessary funds for this action)
Responsibility	Matt Hartley, Dorothée Ordonneau
Collaborators	Paulo Rogerio Mangini, Renata Carolina Fernandes Santos
Indicators	Report including results of the survey (in English)

FEEDBACK FROM RENATA SANTOS, CO-COORDINATOR, TSG VET COMMITTEE: NOT COMPLETED

ACTION 6.2 - Contact tapir holding institutions in tapir range countries to encourage them to be involved in a tapir health survey. NOTE: This action needs to be integrated with actions for Goal 9, for Latin America and under the responsibility of Paula Gonzalez Ciccía.

Time	2017, previous to the Seventh International Tapir Symposium in Colombia
Cost	N/A
Responsibility	Caroline Testa
Collaborators	Paulo Rogerio Mangini, Renata Fernandes Santos, Zainal Zahari Zainuddin, President of SZB (in Brazil)
Indicators	List of contacted institutions and responses of institutions potentially interested to be involved

FEEDBACK FROM RENATA SANTOS, CO-COORDINATOR, TSG VET COMMITTEE: NOT COMPLETED

ACTION 6.3 - Identify professionals willing to offer training opportunities for veterinarians interested to work with tapirs in the field and in captivity. Compile a list of study sites, zoos and periods/dates for potential training.

Time	August 2015
Cost	Nil
Responsibility	Renata Carolina Fernandes Santos (Brazil/field veterinarian)
Collaborators	Genevieve Dumonceaux (United States/captive veterinarian), Zainal Zahari Zainuddin (Malaysia/captive veterinarian), Paulo Rogerio Mangini (Brazil/field veterinarian)
Indicators	Professionals identified and list of training opportunities kept by Co-Coordinators of the TSG Veterinary Committee

FEEDBACK FROM RENATA SANTOS, CAROLINE TESTA, GENEVIEVE DUMONCEAUX: PARTIALLY COMPLETED; Please see attached. Missing professionals and training opportunities in some parts of the tapirs' range, particularly Central America and Southeast Asia. This list of potential training opportunities will be finalized and widely distributed before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November.

FEEDBACK FROM PATI MEDICI: For the past three years since the Sixth International Tapir Symposium held in Campo Grande, Mato Grosso do Sul, Brazil, in November 2014, the Lowland Tapir Conservation Initiative (LTCI) in Brazil has provided training to over 30 veterinarians from all over the world.

FEEDBACK FROM CHRIS JORDAN: We have invited two veterinarians, one from Peru and another from Costa Rica, to visit our site and get their first experience with anesthetizing wild tapirs.

ACTION 6.4 - Translate Tapir Veterinary Manual to Portuguese and Spanish.

Time	July 2015
Cost	N/A
Responsibility	Renata Carolina Fernandes Santos, Viviana Quse
Collaborators	Carlos Jimenez (Spanish), Paulo Rogerio Mangini (Portuguese), Rogério Loesch Zacariotti (Portuguese), Hanna Sibuya Kokubun (Portuguese), Igor C. L. Acosta (Portuguese)
Indicators	Tapir Veterinary Manual translated to Portuguese and Spanish, and different versions available on the TSG Website

FEEDBACK FROM RENATA SANTOS: IN-PROGRESS; The TSG VETERINARY MANUAL (2014) has already been

translated to PORTUGUESE and SPANISH thanks to a joint effort of all collaborators listed in this action. In 2016, the TSG Veterinary Committee submitted a funding proposal to the Wildlife Disease Association (WDA) Small Grants Program for editing and distribution of the different versions of the manual, and the proposal was accepted. Both versions are currently being reviewed and will be launched right before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November.

GOAL 07. To have comprehensive knowledge of the distribution of all tapir species.

ACTION 7.1 - Create a tapir-wiki with restricted access (to upload data only) for depositing photos / records with associated metadata on tapirs in all range countries and sharing the information.

Time	INFO not provided by the working group
Cost	US\$500
Responsibility	INFO not provided by the working group
Collaborators	Tapir field researchers
Indicators	100 records / year

FEEDBACK FROM CODY SCHANK: PARTIALLY COMPLETED; I am not officially listed for Action 7.1. However, I did look into using iNaturalist to serve this function. In general, it seems like the technical capacity is there to serve the purpose of this action. We decided not to move forward however, due to concerns about asking experts to share their data.

ACTION 7.2 - Update tapir distribution maps (add new sites, refine boundaries & resolution, and identify gaps).

Time	12 months with regular updates during Tapir Symposiums
Cost	N/A
Responsibility	Manolo García (Baird's Tapir), Diego Lizcano (Mountain Tapir), Benoit de Thoisy and Patrícia Medici (Lowland Tapir), Boyd Simpson (Malayan Tapir), Mario Cozzuol (Kabomani Tapir)
Collaborators	Tapir field researchers, Tapir-Wiki, TSG Members
Indicators	Updated range maps available on the Red List Webpage and TSG Website

FEEDBACK FROM PATI MEDICI: COMPLETED; Distribution maps updated for the last Red Listing process.

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: 2 papers developed for Baird's tapir distribution (1 regional and 1 for Guatemala):

- Schank et al. (2015). Integrating current range-wide occurrence data with species distribution models to map the potential distribution of Baird's Tapir. Tapir Conservation Newsletter

- García, M. J. & Leonardo, R. (2016). Clasificación del hábitat potencial del tapir centroamericano (*Tapirus bairdii* Gill, 1865) para su conservación en Guatemala. *Therya*, 7 (1), 107-12. doi: 10.12933/therya-16-345, ISSN 2007-3364

And the 2016 Red List updated map based on Schank et al. (2015): García, M. J., Jordan, C., O'Farril, G., Poot, C., Meyer, N., Estrada, N., Leonardo, R., Naranjo, E., Simons, Á., Herrera, A., Urgilés, C., Schank, C., Boshoff, L. & Ruiz-Galeano, M. (2016). *Tapirus bairdii*. The IUCN Red List of Threatened Species 2016: e.T21471A45173340. <http://dx.doi.org/10.2305/IUCN.UK.2016-1.RLTS.T21471A45173340.en>.

FEEDBACK FROM CHRISTOPHER JORDAN: Additional paper updating Baird's tapir range aside those mentioned by Manolo was recently accepted by Diversity and Distributions: Schank, C. et al. 2017. Using a novel model approach to assess the distribution and conservation status of the endangered Baird's tapir. Diversity and Distributions.

ACTION 7.3 - Compile sources of data on potential location of infrastructure projects including mining, hydro, agriculture, or any other projects threatening tapir habitat.

Time	12 months, updated periodically
Cost	N/A
Responsibility	INFO not provided by the working group
Collaborators	TSG Country Coordinators
Indicators	Country lists published on the TSG Website

STATUS NOT REPORTED

GOAL 08. Consistent veterinarian participation in the TSG Veterinary Committee.

ACTION 8.1 - Review and re-organization of the current TSG Veterinary Committee.

Time	May 2015
Cost	N/A
Responsibility	Renata Carolina Fernandes Santos (as facilitator)
Collaborators	TSG Chair Patrícia Medici, Viviana Quse
Indicators	TSG Veterinary Committee reorganized

FEEDBACK FROM RENATA SANTOS: IN-PROGRESS; Viviana Quse (Co-Coordinator of the TSG Veterinary Committee) is currently reviewing the list of members of the TSG Veterinary Committee. This action will be finalized before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November.

ACTION 8.2 - Establishment of a core group of five (5) veterinarians as consistent participating individuals on TSG activities. These individuals will be key references in selected veterinarian expertise.

Time	July 2015
Cost	N/A
Responsibility	Renata Carolina Fernandes Santos (as facilitator)
Collaborators	TSG Chair Patrícia Medici, Viviana Quse
Indicators	Core group established

FEEDBACK FROM RENATA SANTOS: NOT COMPLETED

ACTION 8.3 - Establish a network of veterinarians (members of the TSG Veterinary Committee and/or external consultants) to respond more efficiently to demands received by the TSG Veterinary Committee.

Time	July 2015
Cost	N/A
Responsibility	Renata Carolina Fernandes Santos (as facilitator)
Collaborators	TSG Chair Patrícia Medici, Viviana Quse
Indicators	Network of veterinarians established

FEEDBACK FROM RENATA SANTOS: PARTIALLY COMPLETED; Please see attached. Missing professionals for MOUNTAIN and MALAYAN tapirs. This network will be finalized and information about it widely distributed before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November.

GOAL 09. All Latin American zoos holding tapirs are participating in population management.

ACTION 9.1 - Identify lowland tapir holders and contact person(s) in Latin American countries.

Time July 2015
Cost N/A
Responsibility Paula Gonzalez Ciccia
Collaborators Brazil (Rodrigo Teixeira); Mexico (Carolina Holguin); Central America (Lautjie Boshoff); Directors of Zoo Associations
Indicators List of lowland tapir holders and contact person(s) in Latin America available

STATUS NOT REPORTED

ACTION 9.2 - Collect data from lowland tapir holders by mailing (or via email) a bilingual survey available from ALPZA. Include a cover letter explaining the purpose of this survey.

Time July 2016
Cost N/A
Responsibility Paula Gonzalez Ciccia
Collaborators Brazil (Rodrigo Teixeira); Mexico (Carolina Holguin); Central America (Lautjie Boshoff); Directors of Zoo Associations
Indicators Responses to surveys received; Data on lowland tapirs in various holding institutions in Latin America available

STATUS NOT REPORTED

ACTION 9.3 - Compile a studbook for Lowland Tapirs in Latin American Zoos.

Time January 2017
Cost N/A
Responsibility Paula Gonzalez Ciccia
Collaborators Brazil (Rodrigo Teixeira); Mexico (Carolina Holguin); Central America (Lautjie Boshoff)
Indicators Studbook for Lowland Tapirs in Latin America is published

STATUS NOT REPORTED

GOAL 10. To increase tapir awareness opportunities through 2017.

ACTION 10.1 - Create a generic template for an Education Toolkit (that can be translated easily in different languages).

Time	TBD
Cost	US\$10,000
Responsibility	TSG Chair Patrícia Medici, Jeffrey Flocken
Collaborators	Contractor (Terry O'Connor, USA)
Indicators	Education Toolkit is created and available for translation

FEEDBACK FROM PATI MEDICI and JEFF FLOCKEN: [FINAL STAGES](#); The Education Toolkit will be launched during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017. Terry O'Connor will attend the Symposium in Houston to present the Toolkit and train people on how to use it.

ACTION 10.2 - Update TSG website and make it mobile friendly.

Time	1 year
Cost	TO BE DETERMINED
Responsibility	Kelly Russo and Kara Masharani
Collaborators	Paid contractor, Georgina O'Farrill
Indicators	New mobile friendly website created and launched

FEEDBACK FROM KELLY RUSSO: [IN-PROGRESS](#); Kelly Russo and Kara Masharani are working on a complete re-design and revamp of the TSG Website. New website will be launched before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

ACTION 10.3 - Create and distribute a coffee table book on tapirs.

Time	2015
Cost	US\$100,000
Responsibility	TSG Chair Patrícia Medici, Environmental Journalist Liana John
Collaborators	TSG Education & Marketing Committee
Indicators	Photos collected, copy written, book published

FEEDBACK FROM PATI MEDICI: [NOT COMPLETED](#); Lack of funds

ACTION 10.4 - Increase the number of Social Media followers by 2,000 people.

Time	2015
Cost	N/A
Responsibility	Kelly Russo
Collaborators	N/A
Indicators	Increased number of Social Media fans

FEEDBACK FROM KELLY RUSSO: [COMPLETED](#)

ACTION 10.5 - Measuring the number of media impressions.

Time	ongoing
Cost	N/A
Responsibility	Kelly Russo
Collaborators	N/A
Indicators	Measurement tool in place to record impressions

FEEDBACK FROM KELLY RUSSO: [IN-PROGRESS](#)

ACTION 10.6 - Promote World Tapir Day and encourage TSG members to participate.

Time	Yearly on April 27
Cost	TBD
Responsibility	Kelly Russo
Collaborators	TSG Members
Indicators	Coordinated activities globally such as tapir monitoring, tapir hashtag/selfie campaign

FEEDBACK FROM KELLY RUSSO and PATI MEDICI: CONTINUOUS, EVERY YEAR

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: Posts on Facebook for World Tapir Day on 2016 (Cecon/Usac + Conap) and 2017 (Cecon/Usac + Defensores de la Naturaleza Foundation + World Tapir Conservation Programme TSG-Segré). As part of Guatemala's Program on Segré project, a World Tapir Day Campaign is being developed for 2018.

FEEDBACK FROM NEREYDA ESTRADA, TSG COUNTRY COORDINATOR FOR HONDURAS: Desde el año 2015 hemos celebrado el día internacional del tapir. Para esto los voluntarios se han organizado para realizar actividades educativas y de difusión.

ACTION 10.7 - Target 8 major communications outlets in the next 3 years to get tapir media stories published.

Time	3 years
Cost	Travel costs TBD
Responsibility	Jeff Flocken (TBD by country)
Collaborators	Georgina O'Farrill
Indicators	Someone identifies funders, makes a timeline for meetings

FEEDBACK FROM JEFF FLOCKEN: NOT COMPLETED

ACTION 10.8 - Translate key TSG materials for local use.

Time	1 year
Cost	N/A
Responsibility	Kelly Russo
Collaborators	N/A
Indicators	Identify the document package; create editable versions available for distribution; send notice out to TSG listserv when they are ready

FEEDBACK FROM KELLY RUSSO: NOT COMPLETED

ACTION 10.9 - Add schedules of zoo conferences and meetings to TSG website.

Time	On-going
Cost	N/A
Responsibility	Kelly Russo and Kara Masharani
Collaborators	N/A
Indicators	Let TSG members know when there is a meeting

FEEDBACK FROM KELLY RUSSO: IN-PROGRESS; Kelly Russo and Kara Masharani are working on a complete re-design and revamp of the TSG Website. New website will be launched before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

ACTION 10.10 - Support ex-situ education and outreach opportunities.

Time	On-going
Cost	N/A
Responsibility	Diego Lizcano
Collaborators	TSG Chair Patricia Medici, TSG Country Coordinators, TSG members
Indicators	Support and provide resources for local zoo education campaigns about tapirs such as the Cali Zoo with mountain tapirs

STATUS NOT REPORTED

ACTION 10.11 - Hold a Communications Seminar adjacent to the 2017 Seventh International Tapir Symposium in Colombia.

Time 2017
Cost US \$16,000
Responsibility Kelly Russo
Collaborators Professional communications trainer
Indicators Half-day training seminar occurs

FEEDBACK FROM PATI MEDICI and JEFF FLOCKEN: TO BE IMPLEMENTED during the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November 2017.

GOAL 11. The impact of tapir health on in-situ and ex-situ conservation is well understood and integrated in TSG Tapir Action Plans.

ACTION 11.1 - Identify gaps in the existing knowledge on tapir health to better understand how this information can be effectively used for the conservation of the four tapir species.

Time 2017
Cost N/A
Responsibility Renata Carolina Fernandes Santos
Collaborators Paulo Rogerio Mangini, Viviana Quse, Zainal Zahari Zainuddin
Indicators Health issues for each tapir species compiled

FEEDBACK FROM RENATA SANTOS: PARTIALLY COMPLETED; Please see attached. This list of gaps in existing knowledge on tapir health will be finalized and widely distributed before the upcoming Seventh International Tapir Symposium to be held in Houston, USA, 14-18 November.

ACTION 11.2 - Identify ways to improve the understanding and interpretation of results from tapir health assessments and what do these results mean for tapir conservation (Infection and Disease Risk Analysis approach).

Time 2017
Cost N/A
Responsibility Renata Carolina Fernandes Santos
Collaborators Paulo Rogerio Mangini, IUCN/SSC Wildlife Health Specialist Group (WHSG)
Indicators Results of discussions presented during Seventh International Tapir Symposium in Colombia (2017)

FEEDBACK FROM RENATA SANTOS and PATI MEDICI: PARTIALLY COMPLETED; The largest body of information about tapir health available today comes from the Lowland Tapir Conservation Initiative (LTCI), IPÊ - Instituto de Pesquisas Ecológicas, Brazil, coordinated by Dr. Patrícia Medici. The LTCI has been collecting data and evaluating lowland tapir health for the past 21 years and will soon reach the point where it will be possible to perform Disease Risk Analysis (DRA). The use of DRA will be part of the PhD of LTCI's Veterinarian Renata Santos, to be started in 2018.

ACTION 11.3 - Continue to hold Veterinary Issues paper/poster sessions and working groups during future Tapir Symposiums, creating the opportunity to present relevant findings and discuss the importance of tapir health evaluations in field studies.

Time Continuous
Cost N/A
Responsibility TSG Chair Patrícia Medici
Collaborators Renata Carolina Fernandes Santos, Viviana Quse
Indicators Veterinary Issues paper/poster sessions and working groups carried out in future Tapir Symposiums

FEEDBACK FROM PATI MEDICI: NOT COMPLETED

GOAL 12. To increase TSG representation and activity in all tapir range countries.

ACTION 12.1 - Identify countries where TSG Membership is weak.

Time	January 2015, 2016, 1017
Cost	N/A
Responsibility	TSG Chair Patrícia Medici
Indicators	Countries identified

FEEDBACK FROM PATI MEDICI: [COMPLETED](#); Please see attached.

ACTION 12.2 - Recruit members in these countries.

Time	June 2015
Cost	N/A
Responsibility	TSG Species Coordinators: Manolo Garcia (Baird's Tapir), Armando Castellanos (Mountain Tapir), Viviana Quse (Lowland Tapir), Carl Traeholt (Malayan Tapir)
Collaborators	TSG Country Coordinators
Indicators	Membership increased

FEEDBACK FROM PATI MEDICI: [CONTINUOUS PROCESS](#)

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: Guatemala Program has recruited students and researchers for the implementation of activities (5 in 2016 and 10 in 2017).

FEEDBACK FROM CHRISTOPHER JORDAN: Working on transition to local coordination in Nicaragua.

ACTION 12.3 - Identify & participate in relevant forums/groups where the TSG should be represented.

Time	January 2016, 1017 (annual short report)
Cost	N/A
Responsibility	TSG Species Coordinators: Manolo Garcia (Baird's Tapir), Armando Castellanos (Mountain Tapir), Viviana Quse (Lowland Tapir), Carl Traeholt (Malayan Tapir)
Collaborators	TSG Country Coordinators
Indicators	Submit short report to TSG Chair Patrícia Medici

FEEDBACK FROM PATI MEDICI: [DIFFICULT TO EVALUATE?](#)

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: TSG is represented in Guatemala at the Maya Biosphere Reserve Monitoring Round table through the representative of Cecon/Usac (Guatemala Baird's Tapir Program).

GOAL 13. Tapir researchers are using the best field methods and statistical tools.

ACTION 13.1 - Publish the TSG Tapir Field Methods Manual.

Time	12 months
Cost	N/A
Responsibility	Mathias Tobler, Christopher Jordan
Collaborators	Diego Lizcano, Silvia Alvarez
Indicators	Manual published and made available online on the TSG Website (in English); Regular citations of the Manual in publications

FEEDBACK FROM CHRISTOPHER JORDAN: I have not spoken with Mathias about this in the past year, but my impression is that he has been far too busy to be involved in this type of process. Perhaps this is something that we will have to raise funds to hire a consultant with the time to write the manual and the TSG can assist and review the document. If no one has advanced on this manual, we should re-visit it during the upcoming symposium in Houston and decide how big of a priority it is.

ACTION 13.2 - Hold at least one course on field methods for tapir research per year in a tapir range country.

Time	On-going
Cost	Variable
Responsibility	Diego Lizcano, Mathias Tobler
Collaborators	TSG Country Coordinators
Indicators	50 students trained

FEEDBACK FROM PATI MEDICI: OVERALL, NOT COMPLETED

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: A Monitoring Protocol has been developed for the Mayan Biosphere Reserve in Guatemala and for its implementation there have been workshops on field methods with governmental and non-governmental organizations.

FEEDBACK FROM CHRISTOPHER JORDAN: Held a "Wildlife Monitoring Techniques Course" with Bluefields Indian and Caribbean University, Nicaragua in 2016 and will do so again before the symposium in 2017. This was not specific to just tapirs but included a review of the field methods we use with tapirs, including camera trapping and radiotelemetry. The course is one component of the World Tapir Conservation Programme.

GOAL 14. To have platforms to address the following issues: *Tapirus kabomani*, Amazon Initiative, Sustainable Hunting and Indigenous Communities.

ACTION 14.3 - Establish the Amazon/Andes Initiative Taskforce to have a deeper understanding of the status of tapirs in the Amazon and in the Andes.

Time January 2015
Cost N/A
Responsibility TSG Chair Patrícia Medici
Collaborators Benoit de Thoisy, Jessica Amanzo
Indicators Taskforce established

FEEDBACK FROM PATI MEDICI: COMPLETED; Taskforce created during Sixth International Tapir Symposium held in Campo Grande, MS, Brazil in November 2014. Since then, there was no evidence of activities carried out by this taskforce.

ACTION 14.4 - Establish the *Tapirus kabomani* Taskforce.

Time January 2015
Cost N/A
Responsibility TSG Chair Patrícia Medici, Anders Gonçalves da Silva
Collaborators Mario Cozzuol, Benoit de Thoisy
Indicators Taskforce established

FEEDBACK FROM PATI MEDICI: COMPLETED; Taskforce created during Sixth International Tapir Symposium held in Campo Grande, MS, Brazil in November 2014.

ACTION 14.5 - Create the Indigenous Community Working Group to establish priorities and actions to be taken.

Time January 2016
Cost N/A
Responsibility TSG Chair Patrícia Medici
Collaborators Fernando Nogales, Andrés Tapia
Indicators Working Group created

FEEDBACK FROM PATI MEDICI: COMPLETED; Working group created during Sixth International Tapir Symposium held in Campo Grande, MS, Brazil in November 2014. Since then, there was no evidence of activities carried out by this working group.

ACTION 14.6 - Create the Sustainable Hunting Working Group to establish priorities and actions to be taken.

Time January 2016
Cost N/A
Responsibility TSG Chair Patrícia Medici
Collaborators Eduardo Naranjo
Indicators Working Group created

FEEDBACK FROM PATI MEDICI: COMPLETED; Working group created during Sixth International Tapir Symposium held in Campo Grande, MS, Brazil in November 2014. Since then, there was no evidence of activities carried out by this working group.

GOAL 15. Ex-situ tapir populations are genetically, behaviorally and physically healthy in order to contribute to conservation.

ACTION 15.1 - Translate and make available online the AZA Tapir Animal Care Manual in Spanish, Portuguese, Japanese, Thai, Bahasa Malaysia and Bahasa Indonesia.

Time	December 2015
Cost	N/A
Responsibility	Michele Stancer (Chair, AZA Tapir TAG)
Collaborators	Spanish (Frank Camacho); Portuguese (Patrícia Medici); Japanese (Yuko Onuma); Bahasa (Carl Traeholt); Thai (Budhan Pukazhenthhi)
Indicators	The AZA Tapir Animal Care Manual is available online in Spanish, Portuguese, Japanese, Thai, Bahasa Malaysia and Bahasa Indonesia

FEEDBACK FROM MICHELE STANCER: PARTIALLY COMPLETED; The AZA Tapir Animal Care Manual was translated into Spanish.

ACTION 15.2 - Produce a basic tapir husbandry training protocol in Spanish.

Time	May 2015
Cost	N/A
Responsibility	Paula Gonzales Ciccia
Collaborators	Cristian Gillet (Temaikèn, Argentina)
Indicators	Basic tapir training husbandry protocol is available online and in print

STATUS NOT REPORTED

ACTION 15.3 - Translate the basic tapir husbandry training protocol (Action 15.2) in English and Portuguese.

Time	December 2015
Cost	N/A
Responsibility	Michele Stancer (Chair, AZA Tapir TAG)
Indicators	Basic tapir husbandry training protocol is available online and in print in English and Portuguese

FEEDBACK FROM MICHELE STANCER: NOT COMPLETED

ACTION 15.4 - Implement communication tools to allow tapir holders worldwide to exchange animal management expertise.

Time	December 2015
Cost	N/A
Responsibility	Aude Desmoulins
Collaborators	TSG Marketing & Education Committee
Indicators	Tapir management information is available on social media (Facebook), on the web (Google documents, list serve, YouTube), and non-internet user

STATUS NOT REPORTED

GOAL 16. One Plan Approach is implemented for tapir conservation.

ACTION 16.1 - Re-structure the current TSG Zoo Committee.

Time	July 2015
Cost	N/A
Responsibility	TSG Chair Patrícia Medici
Collaborators	Paula Gonzalez Ciccía, Michele Stancer (Chair, AZA Tapir TAG)
Indicators	New TSG Zoo Committee structure established

FEEDBACK FROM PATI MEDICI: CHANGE OF DIRECTION; It was detected that there is very little need for a Zoo Committee within the structure of the TSG given that we have such a strong partnership with the AZA and EAZA Tapir TAGs.

ACTION 16.2 - Continue to communicate about the One Plan Approach philosophy to all TSG members and tapir holders worldwide.

Time	2017
Cost	N/A
Responsibility	New TSG Zoo Committee
Collaborators	TSG Chair Patrícia Medici
Indicators	In three years, at least five presentations have been made in regional/national/international meetings

FEEDBACK FROM PATI MEDICI: CONTINUOUS

GOAL 17. Ex-situ tapir populations are utilized in basic and applied research in order to contribute to conservation.

ACTION 17.1 - Generate a list of ex-situ research priorities for all four tapir species.

Time December 2015

Cost N/A

Responsibility Budhan Pukazhenth

Collaborators Zainal Zahari Zainuddin

Indicators A list of research needs is available for TSG members to prioritize

STATUS NOT REPORTED

GOAL 18. TSG plays a coordinating role in prioritizing tapir conservation research and providing network to facilitate research.

ACTION 18.1 - Update list of tapir projects and contacts on the TSG Website.

Time	May 2015
Cost	N/A
Responsibility	Patrícia Medici, Andressa Gatti, Carolina Cheida
Collaborators	TSG Species Coordinators; TSG Country Coordinators
Indicators	Updated list available on the TSG Website

FEEDBACK FROM PATI MEDICI: COMPLETED; Carolina Cheida and Andressa Gatti compiled all the information. However, when this work was concluded we started the re-design of the TSG website and the database of projects was not made available online. It will be updated again and made available as soon as the new version of the website is launched.

ACTION 18.2 - Contact universities in logistic range of tapir population in order to seek partnerships and or stimulate tapir research projects; Organize lectures, seminars, workshops, etc.

Time	Continuous
Cost	N/A
Responsibility	Andressa Gatti, Wilson Novarino, Carl Traeholt, Andrea Herrera, Ninon Meyer, Celso Poot, Carolina Cheida, all TSG Members
Collaborators	TSG Species Coordinators; TSG Country Coordinators; Professors in universities within logistic range of tapir populations
Indicators	New tapir scientists and new tapir projects

FEEDBACK FROM PATI MEDICI: CONTINUOUS; Through the work of individual researchers in tapir range countries.

FEEDBACK FROM CHRISTOPHER JORDAN: Esteban Brenes has developed a collaboration with the University of Costa Rica to conduct tapir genetic research.

GOAL 19. Optimal reproductive capacity and genetic diversity

ACTION 19.1 - Identify gaps in the existing knowledge on tapir reproductive biology, and promote awareness and understanding about the importance of reproductive capacity for tapir health and conservation. Consider recommended research topics included in the Tapir Veterinary Manual (2014).

Time	2017
Cost	N/A
Responsibility	Zainal Zahari Zainuddin, Budhan S. Pukazhenth
Collaborators	Viviana Quse, Matt Hartley, Rogério Loesch Zacariotti
Indicators	Results of discussions presented during Seventh International Tapir Symposium in Colombia (2017)

FEEDBACK FROM ROGÉRIO ZACARIOTTI: Although there is some scientific information published about reproductive biology in Malayan and Baird's tapirs, there is a lack of crucial data for the lowland and mountain tapirs. There is an urgent need for studies, both in captivity and in the field. Below is a list of suggestions: 1-) Semen collection techniques and spermogram parameters for tapir species; 2-) Comprehensive sexual steroids evaluation in tapirs, especially in the lowland and mountain tapirs; 3-) Detailed ultrasound parameters of gestation development in tapirs, in order to allow parturition date; 4-) Reproductive behavior studies including courtship, matting and parental care in tapirs.

ACTION 19.2 - Optimize assisted reproduction in captivity to have guidelines for reproductive assessment, considering methodologies that could be implemented also in field assessments.

Time	2017
Cost	N/A
Responsibility	Budhan S. Pukazhenth, Rogério Loesch Zacariotti
Collaborators	Viviana Quse, Matt Hartley
Indicators	Reproductive assessments in captivity and proposals about tapir reproduction research in the field

FEEDBACK FROM ROGÉRIO ZACARIOTTI and RENATA SANTOS: Undergoing and future projects about reproductive biology of lowland tapirs:

- 1) Micro and macroscopic morphology of reproductive system of female lowland tapirs. Two abstracts presented at the XXII Congresso Brasileiro de Reprodução Animal in 2017 and full papers will be submitted by December 2017.
- 2) Micro and macroscopic morphology of reproductive system of male lowland tapirs is under development. DVMs Renata Santos and Carolina Testa have collected the reproductive traits from road-kill male tapirs during expeditions in the Cerrado biome [Lowland Tapir Conservation Initiative, IPÊ – Instituto de Pesquisas Ecológicas, Brazil; Coordinator: Dr. Patrícia Medici]. The material collected will be submitted for anatomic description by Dr. Rogério Zacariotti until November 2017.
- 3) Ultrasound evaluation of reproductive system in the lowland tapirs is undergoing at the Sorocaba Zoo in Brazil, where males and pregnant females have been examined periodically by Dr. Rogério Zacariotti. In the field, two pregnant females were detected by ultrasound by Dr. Rogério Zacariotti during an expedition to the Cerrado biome in July 2016 [Lowland Tapir Conservation Initiative, IPÊ – Instituto de Pesquisas Ecológicas, Brazil; Coordinator: Dr. Patrícia Medici].
- 4) DVMs Renata Santos and Carolina Testa have collected vaginal cytology from wild lowland tapirs in the Pantanal and Cerrado biomes [Lowland Tapir Conservation Initiative, IPÊ – Instituto de Pesquisas Ecológicas, Brazil; Coordinator: Dr. Patrícia Medici]. The smears are being regularly evaluated by Dr. Rogério Zacariotti.
- 5) Semen collection and evaluation: Performed in the Bela Vista Biological Sanctuary, ITAIPU Binacional, Brazil, in 2015 and 2016 by Dr. Budhan S. Pukazhenth (results under evaluation); To be performed in captive lowland tapirs in 2018, after completion of morphological studies (micro, macro morphology and ultrasound studies) by Dr. Rogério Zacariotti.

GOAL 20. Ex-situ tapir management plans (studbooks, collection plans) are available at national and regional levels.

ACTION 20.1 - Update studbooks for all tapir species.

Time Annually
Cost N/A
Responsibility Species studbook keepers
Collaborators Regional/national and international zoo associations
Indicators All tapir studbook are current

STATUS NOT REPORTED

ACTION 20.2 - Utilize tapir studbooks to prepare population management plans.

Time Annually
Cost N/A
Responsibility Tapir Studbook Keepers
Collaborators Regional, National and International Zoo Associations
Indicators All tapir species have a written management plan

STATUS NOT REPORTED

GOAL 21. More tapir research addresses conservation priorities.

ACTION 21.1 - To make a seal of approval to promote research projects that tackle conservation priorities.

Time	3 months
Cost	N/A
Responsibility	Anders Gonçalves da Silva
Collaborators	Danielle Lalonde
Indicators	Seal created

STATUS NOT REPORTED

ACTION 21.2 - Use the Tapir Conservation Newsletter Editorial Committee to review and approve projects for receiving a TSG Seal of Approval.

Time	On-going
Cost	N/A
Responsibility	Anders Gonçalves da Silva
Collaborators	Tapir Conservation Newsletter Editorial Committee; TSG Chair Patrícia Medici
Indicators	10 tapir projects carrying the TSG Seal of Approval for next Tapir Symposium

STATUS NOT REPORTED

GOAL 22. Development financing includes tapir conservation.

ACTION 22.1 - Contact IUCN/SSC Primate Specialist Group (PSG) to find out how they achieved success in integrating apes in development planning.

Time	February 2015
Cost	N/A
Responsibility	Carl Traeholt
Collaborators	TSG Chair Patrícia Medici
Indicators	Information about how to approach the World Bank

STATUS NOT REPORTED

ACTION 22.2 - Contact UNDP in each tapir range country to try and initiate similar processes.

Time	November 2017
Cost	N/A
Responsibility	Carl Traeholt
Collaborators	TSG Chair Patrícia Medici
Indicators	Contacts made and short report on the results

STATUS NOT REPORTED

ACTION 22.3 - Contact international and local funding agencies in each tapir range country to promote new grant opportunities for tapir conservation.

Time	November 2017
Cost	N/A
Responsibility	Wilson Novarino
Collaborators	TSG Country Coordinators
Indicators	Contacts made and short report on the results

STATUS NOT REPORTED

FEEDBACK FROM CHRISTOPHER JORDAN: We have developed contacts within some of these agencies but have not discussed tapir funding initiatives with them.

GOAL 23. To have a deeper understanding of the status of tapirs in the Amazon/Andes.

ACTION 23.2 - Taskforce (Goal 14, Action 14.3) has to define a strategy for conservation of the tapirs along the Andes-Amazonian continuum.

Time 12 months

Cost N/A

Responsibility Taskforce

Collaborators Taskforce members; TSG Species Coordinators; TSG Country Coordinators

Indicators Strategy published on the TSG Website

STATUS NOT REPORTED

GOAL 24. Reduce the impact of infrastructure projects on tapirs and their habitats.

ACTION 24.1 - Compile information to promote the tapirs as indicator species to be used in Environmental Impact Assessments.

Time	To be defined in consultation with the TSG Marketing & Education Committee
Cost	N/A
Responsibility	Cristina Lopez
Collaborators	TSG Marketing & Education Committee, Rafael Ferreira
Indicators	Communication strategy and resources available to target corporations and infrastructure projects

STATUS NOT REPORTED

ACTION 24.2 - Compile information on mitigation strategies of the impact of infrastructure projects on tapirs.

Time	December 2015 (12 months)
Cost	N/A
Responsibility	Cristina Lopez
Collaborators	Jessica Amanzo, Gustavo Góes, Rafael Ferreira, TSG Country Coordinators
Indicators	Excel DB shared on the TSG Website

STATUS NOT REPORTED

GOAL 25. Be active in the climate change debate.

ACTION 25.1 - Prepare a review paper of potential climate changes impacts on all tapir species.

Time	July 2016
Cost	N/A
Responsibility	Anders Gonçalves da Silva
Collaborators	Mathias Tobler, Diego Lizcano, Cody Schank, Carl Traeholt, Manolo García, Georgina O’Farrill, Patrícia Medici
Indicators	Publication of the paper; Exposure of publication in at least 1 media body

STATUS NOT REPORTED

FEEDBACK FROM MANOLO GARCIA, TSG COORDINATOR FOR BAIRD'S TAPIR: Manolo García and Raquel Leonardo wrote a chapter regarding Baird’s tapir conservation status in Guatemala (titled “Natural History and Conservation of the Baird’s Tapir (*Tapirus bairdii* Gill, 1865) in Guatemala”) for a book related to Guatemala’s Mammals current knowledge (in publishing process) were potential distribution models for the species on Climate change scenarios are presented as an approach of climate change potential impacts on the species distribution.

GOAL 26. Tapir conservation and awareness as an integrated part of Standard Operational Procedures (SOP) and Corporate Social Responsibility (CSR) in corporate sector.

ACTION 26.1 - Compile list of corporations that have tapir populations on or adjacent to their properties.

Time	April 2015
Cost	N/A
Responsibility	Kevin Flesher, Wilson Novarino, Carl Traeholt, Ninon Meyer
Collaborators	TSG Country Coordinators
Indicators	List of companies compiled and made available to the entire TSG Membership

STATUS NOT REPORTED

ACTION 26.2 - Contact corporations potentially impacting tapirs on or near their properties to discuss the possibility of creating conservation plans for tapirs.

Time	November 2017
Cost	Travel costs
Responsibility	Kevin Flesher, Wilson Novarino, Carl Traeholt, Ninon Meyer
Collaborators	TSG Country Coordinators
Indicators	Report on results for each corporation

STATUS NOT REPORTED

ACTION 26.3 - Contact corporations whose activities do not impact tapir populations but who may be interested in participating in tapir conservation.

Time	November 2017
Cost	Travel costs
Responsibility	Carolina Cheida, Mariana Landis
Collaborators	TSG Country Coordinators
Indicators	Report on results for each corporation

FEEDBACK MARIANA LANDIS: NOT COMPLETED; However, we consider it important to reformulate and restate it at the Seventh International Tapir Symposium. The initial intention of ACTION 26.3 was that after the survey and registration of companies that directly or indirectly assist in the conservation of tapirs around the world, we worked on the elaboration of a stamp/seal issued by the TSG in recognition and appreciation of this aid. The Manacá Institute, through a project with tapirs that has been carried out in the Carlos Botelho State Park and region, has raised the possibility of issuing a stamp for companies (small, medium and large) that contribute in some way to the conservation of the species. In this situation, it was identified the involvement of several companies that already perform some type of activity linked to the conservation of tapir and all showed great interest in obtaining this seal. However, we consider important the viability of a seal issued by TSG itself, which can add value and visibility to companies. Thus, our proposal for a new action is: "Elaboration and issuance of TSG seal of protection to tapirs to be conferred to companies that directly or indirectly promote actions that result in the protection of the species".

GOAL 27. Tapir is included as a priority species by conservation NGOs.

ACTION 27.1 - Contact relevant conservation NGOs and promote the inclusion of tapirs in their list of priority species.

Time	November 2015
Cost	N/A
Responsibility	Wilson Novarino
Collaborators	Carl Traeholt; TSG Species Coordinators; TSG Country Coordinators
Indicators	Tapirs included in NGOs lists of priority species

STATUS NOT REPORTED

FEEDBACK FROM MANOLO GARCIA, TSG Coordinator for BAIRD'S TAPIR: In the recently updated Master Plan of the Maya Biosphere Reserve (in 2015), Baird's tapir was selected as one of the Natural Elements of Conservation, as a result of the research that was developed by members of the TSG-Guatemala during the last decade. Currently, as part of Segré Project, tapir is part of the monitoring programs developed by Defensores de la Naturaleza Foundation in Sierra del Lacandón National Park. Guatemala Program promoted the creation of a Scientific Committee for tapir conservation at the Maya Biosphere Reserve including some NGOs (ProPetén Foundation, WCS, Fundaeco) as well as GOs.

FEEDBACK FROM CHRISTOPHER JORDAN: We are developing a tapir conservation program within Austin, Tx, USA based Global Wildlife Conservation.

GOAL 28. To have the conservation status of *Tapirus kabomani* defined and the need for an Action Plan evaluated.

ACTION 28.1 - Taskforce goes to through the process of Red Listing and Action Planning of *Tapirus kabomani*.

Time 6 months from favorable review of the *Tapirus kabomani* panel recommendation
Cost N/A
Responsibility Head of *Tapirus kabomani* Taskforce; TSG Chair Patrícia Medici
Collaborators TSG Red List Authority Focal Point; Red Listing experts
Indicators Submission of the full assessment to IUCN

FEEDBACK FROM PATI MEDICI: NOT IMPLEMENTED; Depends on the implementation of ACTIONS 2.2 and 2.3, both not implemented.

GOAL 29. All IUCN/SSC Specialist Groups are aware of the TSG model of action planning.

ACTION 29.1 - Present proposal for a presentation of the TSG planning process at next IUCN/SSC Specialist Group Chairs Meeting to be held in the UAE in September 2015.

Time	June 2015
Cost	N/A
Responsibility	Onnie Byers
Collaborators	TSG Chair Patrícia Medici
Indicators	Proposal reviewed

FEEDBACK FROM PATI MEDICI: NOT COMPLETED; This action was considered unnecessary.

GOAL 30. Taxon SGs share relevant information.

ACTION 30.1 - Contact Chairs of other IUCN/SSC Specialist Groups asking them to reply to a request about researchers with available tapir data to share.

Time	November 2017
Cost	N/A
Responsibility	TSG Chair Patrícia Medici, Carolina Cheida
Collaborators	Mariana Landis, Andressa Gatti, Amabili Falqueto Mistura
Indicators	Data shared and available

FEEDBACK FROM PATI MEDICI: NOT COMPLETED