TSG Plans for Action 2006-2007

The TSG Plans for Action Workshop was conducted during the Third International Tapir Symposium held in Buenos Aires, Argentina, from January 26 to 31st, 2006. The main objective of this session was to set short-term goals and actions that the TSG should undertake over the next two years (2006-2007) in order to be more effective in terms of tapir conservation worldwide. Dr. Bengt Holst, Convener of European Network of the IUCN/SSC Conservation Breeding Specialist Group (CBSG) facilitated the workshop.

Initially, conference participants were asked to prepare a list of five (5) issues they believed the TSG should be addressing over the next two years. Participants were requested to ask themselves "What issues should the TSG address over the next two years in order to be more effective in terms of tapir conservation?"

The workshop facilitator reviewed the lists of issues prepared by the symposium participants and defined the workshop dynamics. Six (6) different working group topics were identified based on the issues suggested earlier: 1.) Research and Technical Guidelines; 2.) *In-Situ* Conservation (Population and Habitat); 3.) *Ex-Situ* Management; 4.) Marketing & Education / Public Awareness; 5.) Fundraising; and 6.) Action Planning for Tapir Conservation. Participants were then asked to join one of these groups at their own discretion, and each group was requested to identify a leader, a flip-chart recorder, a computer recorder, and a reporter.

As a first step, each working group was given the tasks of reviewing the issues and developing short-term goals for TSG activities related to the main topics they were covering. The goals identified by each one of the working groups during these initial deliberations were presented in a plenary session, to guarantee everyone had an opportunity to contribute to the work of the other groups, and to ensure that issues and goals were carefully reviewed and discussed by the group. Once all the identified goals were presented, each participant was asked to rank them in order of priority. The workshop facilitator then compiled the individual scores in order to obtain a group prioritization of TSG goals.

As a second step, all working groups re-assembled and were then asked to develop a list of specific actions that 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 Plans for Action Workshop was a list of thirty-two (32) priority goals and one hundred and one (101) specific actions that the TSG will put into practice over the next two years (2006-2007) in order to reach the goals between now and the Fourth International Tapir Symposium to be held in April 2008. 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 is underway.

Working Group Goals

Research and Technical Guidelines Working Group

PARTICIPANTS: Diego J. Lizcano (Colombia), Olga Lucía Montenegro (Colombia), Anders Gonçalves da Silva (Brazil), Iván Lira Torres (Mexico), Matthew Colbert (United States), Nereyda Estrada Andino (Honduras), Carlos Pedraza (Colombia), Kendra Bauer (United States), Maurine Gilmore (United States), Mathias Tobler (United States/Peru), Agustín Paviolo (Argentina), Andrés Tapia (Ecuador), Hector Restrepo (Colombia), Soledad de Bustos (Argentina), Franz Kastón (Colombia), and Carolina Lozano (Colombia).

GOALS

1 - To have manuals of field research methods

2 - To have a commented list of equipment used in the field in electronic format

3 - To have a functional tapir literature database (PDF Format) online for TSG members

4 - To have a functional GIS database online for TSG members

5 - To have a list of what zoos need from field researchers and vice versa

6 - To have a group of reviewers within the TSG

7 - To increase the number of people working with tapirs

In-Situ Conservation (Population and Habitat) Working Group

PARTICIPANTS: Jessica Amanzo (Peru), Epigmenio Cruz Aldán (Mexico), Silvia Chalukian (Argentina), Wilson Novarino (Indonesia), Cristina F. Tófoli (Brazil), Edsel Moraes Júnior (Brazil), Andressa Gatti (Brazil), Luis Fernando Sandoval Cañas (Ecuador), Damián Rumiz (Bolivia), Kathia Rivero (Bolivia), Christian Robles (Costa Rica), and Diego Varela (Argentina).

GOALS

1 - To compile and analyze existing information and identify gaps in information and necessary variables for long-term survival (habitat quality, human impact, minimum areas) and ecological role of all four tapir species

2 - To have guidelines for tapir re-introductions and translocations

3 - To define criteria to identify priority areas for research and management

4 - To have maps of distribution and status analysis of all four tapir species

5 - To develop an assessment of the existence and magnitude of human/tapir conflict

6 - To promote the development of agreements of cooperation between TSG and local and national governments in tapir range countries

Ex-Situ Management Working Group

PARTICIPANTS: Alan Shoemaker (United States), Michael Dee (United States), Jennifer McLain (United States), Viviana Quse (Argentina), Elliot Handrus (Canada), Chris Hart (Canada), Astrith Rubiano (Colombia), Michele Stancer (United Status), Rosandra Molina (Argentina), Paula Gonzalez Ciccia (Argentina), Pedro Aguilar Aragon (Mexico), Maria Julieta Olocco Diz (Argentina), Jennie McNary (United States), Miguel Angel Rivolta (Argentina), and Zainal Zahari (Malaysia).

GOALS

1 - To have better communication between tapir holding institutions

2 - To improve husbandry guidelines for tapirs

3 - To have guidelines for the management of confiscated/captured animals

4 - To have coherent regional master plans for captive tapirs in South America and Southeast Asia

5 - To have 10 EAZA and AZA zoos with established partnerships with field researchers and/or captive facilities in tapir range countries

Marketing & Education/Public Awareness Working Group

PARTICIPANTS: Gilia Angell (United States), Kelly Russo (United States), Jaime Camacho (Ecuador), Juliana Rodríguez Ortíz (Colombia), Don Álvaro Ovídio Paya (Colombia), Belen Pisarenko (Argentina), and Fernando Sánchez Fuenmayor (Colombia).

GOALS

1 - To have a better communication inside each tapir range country in Central and South America, and Southeast Asia

2 - To expand media coverage/exposure of tapir conservation and the work of the Tapir Specialist Group (TSG) by at least 10 placements in magazines, television, books, radio etc.

3 - To create awareness and understanding/empathy for tapir conservation

4 - To ensure TSG members are all saying the same thing about tapirs - consistent message

5 - To have a better access to shared & downloadable documents for TSG members

Fundraising Working Group

PARTICIPANTS: Patrícia Medici (Brazil), William Konstant (United States), Leonardo Salas (Venezuela/Papua New Guinea), and Leonardo Ordoñez Delgado (Ecuador).

GOALS

1 - To have an overall TSG Fundraising Strategy

2 - To raise sufficient funding for the Lowland Tapir PHVA Workshop (April 2007, Brazil)

3 - To raise sufficient funding for the Fourth International Tapir Symposium (April, 2008)

4 - To support TSG Country Coordinators in their fundraising efforts for National Action Planning Workshops

5 - To raise funds for the Tapir Specialist Group Conservation Fund (TSGCF)

6 - To create training and capacity building opportunities for fundraising for TSG members

7 - To raise sufficient funding for TSG operations, including a focus on Species and National Action Plans implementation

Action Planning for Tapir Conservation Working Group

PARTICIPANTS: Siân S. Waters (United Kingdom), Eduardo Naranjo Piñera (Mexico), Manolo José García Vettorazzi (Guatemala), Jaime Andrés Suárez Mejía (Colombia), Fernando Nogales (Ecuador), and Natalia Torres (Ecuador).

GOALS

1 - To finalize the development of Species and National Action Plans for tapir conservation

2 - To have a mechanism in place to follow and evaluate the progress on the implementation of Species and National Action Plans (with representatives from the Americas, Europe and South East Asia)

Priority Goals

	Goal	Rank
1	**To have an overall TSG Fundraising Strategy**	**30**
2	**To have maps of distribution and status analysis of all four tapir species**	**27**
3	**To have manuals of field research methods**	**26**
4	**To have a mechanism in place to follow and evaluate the progress on the implementation of Species and National Action Plans (with representatives from the Americas, Europe and South East Asia)**	**26**
5	**To promote the development of agreements of cooperation between TSG and local and national governments in tapir range countries**	**23**
6	**To finalize the development of Species and National Action Plans for tapir conservation**	**22**
7	**To have coherent regional master plans for captive tapirs in South America and Southeast Asia**	**22**
8	**To raise funds for the Tapir Specialist Group Conservation Fund (TSGCF)**	**18**
9	**To have a better communication inside each tapir range country in Central and South America, and Southeast Asia**	**16**
10	**To have guidelines for the management of confiscated/captured animals**	**16**
11	To expand media coverage/exposure of tapir conservation and the work of the Tapir Specialist Group (TSG) by at least 10 placements in magazines, television, books, radio etc.	**12**
12	To create awareness and understanding/empathy for tapir conservation	**10**
13	To develop an assessment of the existence and magnitude of human/tapir conflict	**9**
14	To have better communication between tapir holding institutions	**8**
15	To create training and capacity-building opportunities for fundraising for TSG members	**8**
16	To ensure TSG members are all saying the same thing about tapirs - consistent message	**6**
17	To have a list of what zoos need from field researchers and vice versa	**5**
18	To improve husbandry guidelines for tapirs	**5**
19	To support TSG Country Coordinators in their fundraising efforts for National Action Planning Workshops	**5**
20	To have a group of reviewers within the TSG	**4**
21	To raise sufficient funding for the Lowland Tapir PHVA Workshop (April 2007, Brazil)	**4**

22	To raise sufficient funding for TSG operations, including a focus on Species and National Action Plans implementation	**4**
23	To have a functional tapir literature database (PDF Format) online for TSG members	**3**
24	To compile and analyze existing information and identify gaps in information and necessary variables for long term survival (habitat quality, human impact, minimum areas) and ecological role of all four tapir species	**3**
25	To have a commented list of equipment used in the field in electronic format	**2**
26	To define criteria to identify priority areas for tapir research and management	**2**
27	To have 10 EAZA and AZA zoos with established partnerships with field researchers and/or captive facilities in tapir range countries	**2**
28	To raise sufficient funding for the Fourth International Tapir Symposium (April, 2008)	**2**
29	To have a functional GIS database online for TSG members	**1**
30	To increase the number of people working with tapirs	**0**
31	To have guidelines for tapir re-introductions and translocations	**0**
32	To have a better access to shared & downloadable documents for TSG members	**0**

TSG Plans for Action 2006-2007

GOAL 1 To have an overall TSG Fundraising Strategy

ACTION 1 Define institutional management of funds (Houston Zoo Inc., United States, and Copenhagen Zoo, Denmark).

Time	March 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Rick Barongi (Director, Houston Zoo, USA), Lewis Greene (Chair, AZA Tapir TAG), and Bengt Holst (Chair, EAZA Tapir TAG)
Indicators	Institutional management of funds has been defined

ACTION 2 Prepare TSG budgets for 2006 and 2007.

Time	March 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Rick Barongi (Director, Houston Zoo, USA), Lewis Greene (Chair, AZA Tapir TAG), and Bengt Holst (Chair, EAZA Tapir TAG)
Indicators	TSG Budgets for 2006 and 2007 have been prepared

ACTION 3 Define TSG long-term financial needs (5-years).

Time	August 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Rick Barongi (Director, Houston Zoo, USA), Lewis Greene (Chair, AZA Tapir TAG), and Bengt Holst (Chair, EAZA Tapir TAG)
Indicators	The TSG long-term financial needs have been defined

ACTION 4 Define the TSG capacity for raising emergency funds.

Time	April 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Rick Barongi (Director, Houston Zoo, USA), Lewis Greene (Chair, AZA Tapir TAG), and Bengt Holst (Chair, EAZA Tapir TAG)
Indicators	The TSG capacity for raising emergency funds have been defined

ACTION 5 Define the TSG procedures for dealing with unexpected funds.

Time	May 2006
Cost	Nil
Responsibility	TSG Fundraising Committee
Collaborators	TSG Officers, AZA and EAZA Tapir Taxon Advisory Groups (TAGs) Officers
Indicators	The TSG procedures for dealing with unexpected funds have been defined

ACTION 6 Compile and categorize lists of existing donors.

Time	Continuous
Cost	Nil
Responsibility	TSG Fundraising Committee
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Lists of existing donors have been compiled and categorized

ACTION 7 Compile and categorize lists of potential donors.

Time	Continuous
Cost	Nil
Responsibility	TSG Fundraising Committee
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	List of potential donors have been compiled and categorized

ACTION 8 Assign needs to donor lists (categories of funding sources) (best fits).

Time	December 2006
Cost	Nil
Responsibility	TSG Fundraising Committee
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Assignment of needs to donor lists has been finalized

GOAL 2 To have maps of distribution and status analysis of all four tapir species

ACTION 1 Finish the Lowland Tapir Range / Wide Report in 3 languages (English, Spanish and Portuguese).

Time	6 months (July 2006)
Cost	To be calculated
Responsibility	Silvia Chalukian (Argentina)
Collaborators	Damián Rumiz (WCS - Bolivia) and Diego Varela (Conservación Argentina)
Indicators	Report has been finished

ACTION 2 Distribute the Lowland Tapir Range / Wide Report to all TSG members and governments and start updating regional maps.

Time	3 months for distribution (Aug-Oct 2006) / 18 months to update maps (Nov 2006 - Apr 2008)
Cost	To be calculated
Responsibility	TSG Country Coordinators
Collaborators	Damián Rumiz (WCS - Bolivia), Diego Varela (Conservación Argentina) and Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator)
Indicators	Report has been distributed to all range country governments. Maps have been reviewed, updated and presented during the Fourth International Tapir Symposium in April 2008

ACTION 3 Develop distribution maps for Baird's Tapir.

Time	8 months
Cost	To be calculated
Responsibility	Eduardo Naranjo Piñera (TSG Baird's Tapir Coordinator)
Collaborators	TSG Country Coordinators (Belize: Sharon Matola & Humberto Wohlers; Colombia: Olga Montenegro & Juliana Rodríguez; Costa Rica: Fabrício Carbonell; Guatemala: José Roberto Ruiz; Honduras: Nereyda Estrada Andino; Mexico: Epigmenio Cruz Aldán; Panama: Karla Aparicio & Rafael Samudio Jr.)
Indicators	Maps/report have been developed

ACTION 4 Distribute the Baird's Tapir range maps and report to all TSG members and range country governments.

Time	15 months
Cost	To be calculated
Responsibility	Eduardo Naranjo Piñera (TSG Baird's Tapir Coordinator)
Collaborators	TSG Country Coordinators (Belize: Sharon Matola & Humberto Wohlers; Colombia: Olga Montenegro & Juliana Rodríguez; Costa Rica: Fabrício Carbonell; Guatemala: José Roberto Ruiz; Honduras: Nereyda Estrada Andino; Mexico: Epigmenio Cruz Aldán; Panama: Karla Aparicio & Rafael Samudio Jr.) and TSG Webmaster (Gilia Angell)
Indicators	Maps/reports have been distributed to all range country governments and made available online on the TSG Website

ACTION 5 Develop distribution maps for Malay Tapir.

Time	8 months
Cost	To be calculated
Responsibility	Carl Traeholt (TSG Malay Tapir Coordinator) and Wilson Novarino (TSG Country Coordinator for Indonesia)
Collaborators	TSG Country Coordinators (Indonesia: Wilson Novarino; Malaysia: Zainal Zahari; Thailand: Antony Lynam and Budsabong Kanchanasaka; Myanmar: Antony Lynam)
Indicators	Maps/report have been developed

ACTION 6 Distribute the Malay Tapir range maps and report to all TSG members and range country governments.

Time	15 months
Cost	To be calculated
Responsibility	Carl Traeholt (TSG Malay Tapir Coordinator) and Wilson Novarino (TSG Country Coordinator for Indonesia)
Collaborators	TSG Country Coordinators (Indonesia: Wilson Novarino; Malaysia: Zainal Zahari; Thailand: Antony Lynam and Budsabong Kanchanasaka; Myanmar: Antony Lynam) and TSG Webmaster (Gilia Angell)
Indicators	Maps/reports have been distributed to all range country governments and made available online on the TSG Website

ACTION 7 Develop distribution maps for Mountain Tapir.

Time	8 months
Cost	To be calculated
Responsibility	Diego J. Lizcano (TSG Mountain Tapir Coordinator)
Collaborators	TSG Country Coordinators (Colombia: Olga Montenegro & Juliana Rodríguez; Ecuador: Fernando Nogales & Leonardo Ordoñez Delgado; Peru: Jessica Amanzo)
Indicators	Maps/report have been developed

ACTION 8 Distribute the Mountain Tapir range maps and report to all TSG members and range country governments.

Time	15 months
Cost	To be calculated
Responsibility	Diego J. Lizcano (TSG Mountain Tapir Coordinator)
Collaborators	TSG Country Coordinators (Colombia: Olga Montenegro & Juliana Rodríguez; Ecuador: Fernando Nogales & Leonardo Ordoñez Delgado; Peru: Jessica Amanzo) and TSG Webmaster (Gilia Angell)
Indicators	Maps/reports have been distributed to all range country governments and made available online on the TSG Website

GOAL 3 To have manuals of field research methods

ACTION 1 To identify and compile already existing field methods.

Time	12 months
Cost	Nil
Responsibility	Kendra Bauer (United States)
Collaborators	Anders Gonçalves da Silva (Brazil), Diego J. Lizcano (Colombia), Olga Montenegro (Colombia), Carolina Lozano (Colombia), Mathias Tobler (USA/Peru), Agustín Paviolo (Argentina), Soledad de Bustos (Argentina), and Maurine Gilmore (USA)
Indicators	Information has been compiled, and made available online on the TSG Website

ACTION 2 Make recommendations on the use and effectiveness of identified methods and protocols for the study of tapirs.

Time	18 months
Cost	Nil
Responsibility	Diego J. Lizcano (Colombia), Anders Gonçalves da Silva (Brazil), and Olga Montenegro (Colombia)
Collaborators	TSG Membership
Indicators	Recommendations have been developed, and made available online on the TSG Website

GOAL 4 To have a mechanism in place to follow and evaluate the progress on the implementation of Species and National Action Plans (with representatives from the Americas, Europe and Southeast Asia)

ACTION 1 Create a taskforce to follow and evaluate the progress in the implementation of both the Species and National Action Plans.

Time	1 month
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee)
Collaborators	TSG Action Planning Committee, TSG Species Coordinators, and TSG Country Coordinators
Indicators	Action Plan Implementation Taskforce has been created and is functioning

ACTION 2 Develop a flexible and fluid description of the role of the Action Plan Implementation Taskforce.

Time	6 months
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee) and Taskforce members
Collaborators	TSG Action Planning Committee, TSG Species Coordinators, and TSG Country Coordinators
Indicators	Description about the role of the Action Plan Implementation Taskforce has been developed, and made available online on the TSG Website

ACTION 3 The Action Plan Implementation Taskforce will identify TSG members to provide technical assistance for the development of National Action Plans in at least four (4) tapir range countries.

Time	24 months
Cost	US$20,000
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee) and Taskforce members
Collaborators	TSG Country Coordinators and TSG members in each range country
Indicators	TSG members have been identified and are collaborating in the process of development of National Action Plans in four (4) tapir range countries

GOAL 5 To promote the development of agreements of cooperation between TSG and local and national governments in tapir range countries

ACTION 1 Develop official material for TSG presentations (PDF & Power Point) to governments, institutions and corporations (in all appropriate languages).

Time	3 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	TSG Officers
Indicators	Official presentations have been developed and are available online on the TSG Website

ACTION 2 Initiate the contacts for potential agreements of cooperation in each tapir range country.

Time	24 months
Cost	Nil
Responsibility	TSG Country Coordinators
Collaborators	TSG Officers
Indicators	Number of range countries for which contacts for agreements of cooperation have been initiated

GOAL 6	To finalize the development of Species and National Action Plans for tapir conservation

ACTION 1	Conduct the "Lowland Tapir Conservation Workshop: Population and Habitat Viability Assessment (PHVA)" with participants from all range countries (Argentina, Bolivia, Brazil, Colombia, Ecuador, French Guiana, Guyana, Paraguay, Peru, Suriname, and Venezuela). Venue: Sorocaba Zoo, Sorocaba, São Paulo State, Brazil. Date: April 2007.
Time	12 months
Cost	US$60,000
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee), Cristina Tófoli (TSG Member, Brazil), and Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator)
Collaborators	Sorocaba Zoo (Sorocaba, São Paulo State, Brazil), TSG Country Coordinators (Argentina: Silvia Chalukian; Bolivia: Robert Wallace; Brazil: Patrícia Medici & Joe Fragoso; Colombia: Olga Montenegro & Juliana Rodríguez; Ecuador: Fernando Nogales & Leonardo Ordoñez Delgado; Guiana Shield (French Guiana, Guyana, and Suriname): Benoit de Thoisy; Paraguay: José Luis Cartes & Miguel Morales; Peru: Jessica Amanzo & Richard Bodmer), and TSG Fundraising Committee
Indicators	PHVA workshop has been conducted, Lowland Tapir Action Plan has been published and distributed to all interested parties in the range countries, and made available for individual National Action Plans. Lowland Tapir Action Plan is available in downloadable format from the TSG Website.

ACTION 2	To continue the attempt to locate TSG members and Country Coordinators in those countries where they are not represented through communication with universities, research centers, non-governmental-organizations, government agencies etc.
Time	24 months
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee)
Collaborators	TSG Species Coordinators (Eduardo Naranjo Piñera, Baird's Tapir; Viviana Quse, Lowland Tapir; Diego J. Lizcano, Mountain Tapir; and Carl Traeholt, Malay Tapir), and TSG Country Coordinators
Indicators	New members and TSG Country Coordinators identified

ACTION 3	Develop National Action Plans in at least 30% of the tapir range countries.
Time	24 months
Cost	Variable
Responsibility	TSG Country Coordinators
Collaborators	TSG Species Coordinators (Eduardo Naranjo Piñera, Baird's Tapir; Viviana Quse, Lowland Tapir; Diego J. Lizcano, Mountain Tapir; and Carl Traeholt, Malay Tapir), and TSG members in range countries
Indicators	National Action Plans for 30% of the tapir range countries have been developed and made available to all interested parties

ACTION 4	Increase awareness regarding tapir conservation amongst policy makers in 50% of tapir range countries.
Time	24 months
Responsibility	TSG Country Coordinators
Collaborators	TSG members in range countries

ACTION 5	Create a Malay Tapir Working Group to promote research and awareness internationally amongst universities, funding organizations etc, as well as range countries.
Time	7 days
Cost	Nil
Responsibility	Siân S. Waters
Collaborators	TSG members in Malay tapir range countries
Indicators	Malay Tapir Working Group has been created and is functioning

GOAL 7 To have coherent regional master plans for captive tapirs in South America and Southeast Asia

ACTION 1 Finish the Master Plan for Central America.

Time	4 months
Cost	Nil
Responsibility	Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Collaborators	Alberto Mendoza (Houston Zoo, USA & Chair, AZA Tapir TAG)
Indicators	Master Plan for Central America has been finalized and distributed to all interested parties

ACTION 2 To send the Central American Master Plan to South American and Asian Coordinators.

Time	4 months
Cost	Nil
Responsibility	Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Collaborators	Houston Zoo, USA & Chair, AZA Tapir TAG
Indicators	Master Plan for Central America has been sent to South American and Asian Coordinators

ACTION 3 Identify the zoological institutions holding tapirs in South America and Asia. This will be done once the list serve is established.

Time	24 months
Cost	Nil
Responsibility	Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator) in South America; Zainal Zahari (DWNP, Malaysia & TSG Country Coordinator for Malaysia) in Malaysia; Wilson Novarino (TSG Country Coordinator for Indonesia) will identify a person in Indonesia
Collaborators	Houston Zoo, USA & Chair, AZA Tapir TAG
Indicators	Lists of tapir holding institutions in South America and Asia have been developed, and Master Plan for Central America has been sent to South American and Asian Coordinators.

ACTION 4 To develop the lowland tapir studbook in South America, starting in Argentina and including living tapirs plus the historical founding population.

Time	24 months
Cost	US$5,000
Responsibility	Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator)
Collaborators	Julieta Olocco Diz and Miguel Rivolta (Argentina, Chile and Uruguay); Patrícia Medici will identify someone in Brazil; Jessica Amanzo (Bolivia, Paraguay, and Peru); and Leonardo Ordoñez Delgado and Astrith Rubiano (Colombia, Ecuador and Venezuela)
Indicators	Lowland Tapir Studbook has been developed and distributed

GOAL 8 To raise funds for the Tapir Specialist Group Conservation Fund (TSGCF) - US$10,000/year (Total of US$20,000 in 2 years)

ACTION 1 Conduct Annual TSGCF Campaigns for Private Donors worldwide (printed flyers, brochures, e-mails, and through the TSG Website).

Time	2 campaigns: May/June 2006 and May/June 2007
Cost	US$1,000 / year for printing and mailing
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee) and Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	TSG Fundraising Committee, TSG Marketing Committee, and Houston Zoo accounting department
Indicators	Two annual campaigns (2006 and 2007) have been conducted.

ACTION 2 Investigate opportunities for the sale of merchandise.

Time	24 months
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Pete Riger, Houston Zoo, USA
Indicators	List of opportunities has been developed

ACTION 3 Prepare and circulate a concept proposal about the Tapir Specialist Group aiming to identify potential partners for the organization of special events and fundraisers for the TSG Conservation Fund (TSGCF).

Time	24 months
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA), Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Leonardo Salas (Venezuela/Papua New Guinea)
Collaborators	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), TSG Fundraising Committee, and TSG Marketing Committee
Indicators	Concept proposal has been prepared and circulated to potential partners

GOAL 9 To have a better communication inside each tapir range country in Central and South America, and Southeast Asia

ACTION Create pages on TSG Website for each tapir range country.

Time	12 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	TSG Country Coordinators
Indicators	Pages created on TSG Website, with updates at least every 6 months

GOAL 10 To have guidelines for the management of confiscated/captured animals

ACTION 1 Create a taskforce to review available guidelines for confiscated animals and adjust them to local needs and make them tapir specific.

Time	24 months
Cost	Nil
Responsibility	Rick Barongi (Director, Houston Zoo, USA / Coordinator Confiscated Tapirs Taskforce)
Collaborators	Siân S. Waters and TSG Country Coordinators
Indicators	Confiscated Tapirs Taskforce has been created and is functioning.

ACTION 2 Develop guidelines for confiscated tapirs.

Time	24 months
Cost	Nil
Responsibility	Zainal Zahari (TSG Malay Tapir Coordinator)
Collaborators	Siân S. Waters and TSG Country Coordinators
Indicators	Guidelines for confiscated tapirs have been developed, published on the *Tapir Conservation* Newsletter, made available online on the TSG Website and presented during the Fourth International Tapir Symposium in April 2008.

GOAL 11	To expand media coverage/exposure of tapir conservation and the work of the Tapir Specialist Group (TSG) by at least 10 placements in magazines, television, books, radio etc.

ACTION 1 Create a more formal TSG press kit for media bodies to use, including pictures, information blurbs etc.

Time	4 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster), Kelly Russo (Coordinator, TSG Education & Outreach Committee), and Juliana Rodríguez (TSG Country Coordinator for Colombia)
Collaborators	Belen Pisarenko (Fundación Temaikén, Argentina)
Indicators	Press kit has been developed, and made available online on the TSG Website in English, Spanish and Portuguese

ACTION 2 Identify appropriate tapir projects that could fulfill media requirements.

Time	Continuous
Cost	Nil
Responsibility	TSG Marketing Committee
Collaborators	TSG Fundraising Committee
Indicators	Internal list of appropriate projects and interested individuals has been developed

ACTION 3 In-country networks and TSG Marketing Committee members approach media networks to pitch our story.

Time	24 months
Cost	Nil
Responsibility	TSG Membership with support from Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Collaborators	TSG Species Coordinators and TSG Country Coordinators
Indicators	At least one (1) major story in each country per year

ACTION 4 Report and send copies of ANY mention of tapirs in the media that we encounter to Kelly Russo (TSG Education & Outreach Committee) and Gilia Angell (TSG Marketing Committee & Webmaster).

Time	Continuous
Cost	Nil
Responsibility	TSG Membership
Collaborators	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Indicators	A complete archive of tapir mentions in the media has been established

ACTION 5 Pursue marketing opportunities through corporations and TSG contacts and supporters.

Time	24 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster), Kelly Russo (Coordinator, TSG Education & Outreach Committee), Juliana Rodríguez (TSG Country Coordinator for Colombia, and Patrícia Medici (TSG Chair)
Collaborators	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA), Rick Barongi (Director, Houston Zoo, USA), Bengt Holst (Chair, EAZA Tapir TAG), and Belen Pisarenko (Fundación Temaikén, Argentina)
Indicators	Promotional materials produced (tapir flip flops/sandals produced by Havaianas in Brazil for the North American market; tapir-friendly coffee produced in Colombia by Exito supermarket, for instance)

ACTION 6 Encourage zoos to use tapirs in their marketing materials.

Time	Continuous
Cost	Mailing costs
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Collaborators	TSG Membership, AZA and EAZA Tapir Taxon Advisory Groups (TAGs) members, TSG Marketing Committee, TSG Education & Outreach Committee, and TSG Zoo Committee
Indicators	Examples of materials (photo, brochures, zoo magazines) within one (1) year

GOAL 12 To create awareness and understanding/empathy for tapir conservation

ACTION 1 Create and distribute Tapir CD-ROM.

Time	12 months
Cost	Mailing costs (The Copenhagen Zoo in Denmark has offered to cover duplication costs)
Responsibility	TSG Education &Outreach Committee
Collaborators	TSG Marketing Committee, TSG Fundraising Committee and Copenhagen Zoo
Indicators	The CD-ROM has been produced and distributed to all TSG Country Coordinators

ACTION 2 Make a children's page on the TSG Website or create a sister site for kids with downloadable documents and comic strips.

Time	3-6 months then continuous
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	TSG Marketing Committee members
Indicators	Page is launched with kid-friendly design. Success will be measured by reporting metrics on page visits and contact from kids

ACTION 3 Create a tapir mascot for kid's page. Disney-fie the tapir by creating a cute character. Votes for the character design could be held as a vote online contest.

Time	12 months
Cost	Nil
Responsibility	TSG Marketing Committee
Collaborators	Consult with Sergio Sandoval Arenas from Colombia. Contact TSG members and artists we know to contribute illustrations
Indicators	Mascot is launched solely on the kid's web page. Interest will be measured and evaluated after a year if this mascot is something to apply to other marketing projects (t-shirts etc)

ACTION 4 Print TSG Educational Brochures in all tapir range-country languages.

Time	12 months
Cost	US$5,000
Responsibility	TSG Education & Outreach Committee and TSG Fundraising Committee
Collaborators	TSG Marketing Committee
Indicators	Brochure has been printed and distributed to TSG Country Coordinators

ACTION 5 Help field researchers, as needed, to design their educational components.

Time	Continuous
Cost	Nil
Responsibility	TSG Education & Outreach Committee
Collaborators	Jessica Amanzo (Peru), Education Department Fundación Temaikén, Fernando Sánchez Fuenmayor (Cali Zoo, Colombia), and Pedro Aguillar Arangon (ZooMat, Mexico)
Indicators	Scripts for puppet shows, and ideas for engaging a young audience (coloring books, comics, puppet shows and for reports of accomplished field presentations have been developed.

ACTION 6 Determine whether TSG should/can make public stance on issues.

Time	6 months
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair) will consult with IUCN for guidelines on this
Collaborators	TSG Marketing Committee
Indicators	Answer: Yes or No. If yes, we create an ad-hoc committee to respond to issues

GOAL 13 To develop an assessment of the existence and magnitude of human/tapir conflict

ACTION 1 Create a Human/Tapir Conflict Working Group.

Time	7 days
Cost	Nil
Responsibility	Siân S. Waters
Collaborators	Silvia Chalukian (Argentina), Diego J. Lizcano (Colombia), Leonardo Salas (Venezuela/Papua New Guinea), Wilson Novarino (Indonesia), and Epigmenio Cruz Aldán (Mexico)
Indicators	Human/Tapir Conflict Working Group has been created and is functioning

ACTION 2 Map the potential areas where Human/Tapir conflict occurs.

Time	24 months
Cost	Nil
Responsibility	Siân S. Waters
Collaborators	Silvia Chalukian (Argentina), Diego J. Lizcano (Colombia), Leonardo Salas (Venezuela/Papua New Guinea), Wilson Novarino (Indonesia), and Epigmenio Cruz Aldán (Mexico)
Indicators	Article on the topic has been published on the *Tapir Conservation* Newsletter and presented during the Fourth International Tapir Symposium in April 2008.

GOAL 14 To have better communication between tapir holding institutions

ACTION 1 Establish list serves of zoos that have tapirs in captivity.

Time	24 months
Cost	Nil
Responsibility	Southeast Asia: Zainal Zahari (DWNP Malaysia & TSG Country Coordinator for Malaysia); South America: Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator); and Central America: Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	List serves have been established and are functioning

ACTION 2 Establish a Regional Coordinator for *Ex-Situ* conservation in each region, to get the data from the different zoos and person to contact in their countries.

Time	24 months
Cost	Nil
Responsibility	Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator)
Collaborators	Jessica Amanzo (Peru), Pedro Aguillar Aragon (ZooMat, Mexico), Julieta Olocco Diz (Fundación Temaikén, Argentina --- helping with ALPZA), Cali Zoo (Colombia), Zainal Zahari (DWNP, Malaysia & TSG Country Coordinator for Malaysia), and Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Indicators	Regional coordinators have been identified

GOAL 15 To create training and capacity-building opportunities for fundraising for TSG members

ACTION 1 Create a list of available training programs on fundraising.

Time	April 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), Wally Van Sickle (President, Idea Wild, USA), and Jaime Camacho (Ecuador)
Collaborators	IPÊ - Instituto de Pesquisas Ecológicas, Brazil, and Idea Wild, United States
Indicators	List of training programs has been prepared and made available online on the TSG Website

ACTION 2 Compile a curriculum for a fundraising training course (not necessarily focused on tapirs).

Time	August 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), Wally Van Sickle (President, Idea Wild, USA), and Jaime Camacho (Ecuador)
Collaborators	IPÊ - Instituto de Pesquisas Ecológicas, Brazil, and Idea Wild, United States
Indicators	Curriculum has been prepared

ACTION 3 Compile a list of potential sponsors for training/capacity building courses.

Time	August 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee)
Collaborators	IPÊ - Instituto de Pesquisas Ecológicas, Brazil, and Idea Wild, United States
Indicators	List has been prepared and made available on the TSG Website

GOAL 16 To ensure TSG members are all saying the same thing about tapirs - consistent message

ACTION 1 Calendar of announcements to let everyone know materials are available - E-mail entire TSG Membership.

Time	Every 3 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Collaborators	TSG Marketing Committee members
Indicators	Web metrics that show materials are downloaded; contacts from TSG members to send materials

ACTION 2 Create guidelines for presentations in the field or to institutions and governmental organizations.

Time	12 months
Cost	Nil
Responsibility	Jaime Camacho (Ecuador), Kelly Russo (Coordinator, TSG Education & Outreach Committee), and Juliana Rodríguez (TSG Country Coordinator for Colombia)
Collaborators	Patrícia Medici (TSG Chair), Belen Pisarenko (Fundación Temaikén, Argentina) for the docent training materials of the Fundación Temaikén, Kelly Russo for the Houston Zoo training materials. Survey field researchers to find what has worked in the field.
Indicators	Guidelines have been created and made available online on the TSG Website with announcement and follow up with on-going support (Kelly Russo, Jaime Camacho, and Patrícia Medici)

GOAL 17 To have a list of what zoos need from field researchers and vice versa

ACTION 1 Put an ad on TSG Webpage and send by email to AZA, EAZA (and other regional zoo associations), Tapir Talk etc. asking for zoo wish lists as to what they would like from field researchers, and vice-versa; and compile results.

Time	6 months
Cost	Nil
Responsibility	Kendra Bauer (United States)
Collaborators	Maurine Gilmore (USA) and Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Indicators	Wish list has been developed and made available online on the TSG Website

ACTION 2 Make available a TSG Membership Directory with researcher specialization and contact information and main project titles.

Time	6 months
Cost	Nil
Responsibility	Agustín Paviolo (Argentina)
Collaborators	TSG Country Coordinators
Indicators	Directory has been created and made available online on the TSG Website

GOAL 18 To improve Husbandry Guidelines for tapirs

ACTION 1 Add Necropsy guidelines.

Time	6 months
Cost	Nil
Responsibility	Astrith Rubiano (Colombia)
Collaborators	TSG Veterinary Committee
Indicators	Necropsy Guidelines have been prepared and included in the husbandry guidelines document.

ACTION 2 Translate Minimum Husbandry Guidelines to Thai.

Time	24 months
Cost	Nil
Responsibility	Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Collaborators	TSG Members in Thailand
Indicators	Minimum Husbandry Guidelines have been translated into Thai and made available online on the TSG Website.

ACTION 3 Translate Necropsy Guidelines to Spanish, Portuguese, and Southeast Asia languages.

Time	12 months
Cost	Nil
Responsibility	Astrith Rubiano (Colombia) and Patrícia Medici (Brazil)
Collaborators	TSG Members in Southeast Asia
Indicators	Necropsy Guidelines have been translated into Spanish, Portuguese, and Southeast Asia languages, and all versions have been made available online on the TSG Website.

GOAL 19 To support TSG Country Coordinators in their fundraising efforts for National Action Planning Workshops

ACTION 1 Provide assistance on the development of proposals for Regional Workshops.

Time	Continuous (based upon request)
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee)
Collaborators	TSG Fundraising Committee, TSG Action Planning Committee and TSG Country Coordinators
Indicators	Proposals have been reviewed, finalized and submitted to potential funding sources

ACTION 2 Provide endorsement letters for proposals.

Time	Continuous (based upon request)
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee)
Collaborators	TSG Fundraising Committee, TSG Action Planning Committee and TSG Country Coordinators
Indicators	Endorsement letters have been provided upon request

ACTION 3 Create and maintain a list of potential donors in tapir range countries.

Time	Continuous
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee)
Collaborators	TSG Fundraising Committee, TSG Action Planning Committee and TSG Country Coordinators
Indicators	List of potential donors in tapir range countries has been created and updated on a regular basis

GOAL 20 To have a group of reviewers within the TSG

ACTION 1 Create a bank of potential reviewers to review articles, make suggestions, and recommendations.

Time	2 months
Cost	Nil
Responsibility	Leonardo Salas (Venezuela/Papua New Guinea)
Collaborators	TSG Committee Coordinators
Indicators	Bank of reviewers has been created and made available online on the TSG Website

ACTION 2 Nominate a “Chief Editor” to distribute articles to review.

Time	2 months
Cost	Nil
Responsibility	Leonardo Salas (Venezuela/Papua New Guinea)
Collaborators	TSG Committee Coordinators
Indicators	Editor has been nominated

GOAL 21 To raise sufficient funding for the “Lowland Tapir Conservation Workshop: Population and Habitat Viability Assessment (PHVA)” (April 2007, Sorocaba, São Paulo State, Brazil)

ACTION 1 Write the proposal and letters for Zoo Campaign (Lowland Tapir Holders worldwide).

Time	March/April 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), and Rick Barongi (Director, Houston Zoo, USA)
Indicators	Proposal and letters for Zoo Campaign have been prepared

ACTION 2 Identify previous and potential new donors (including private donors and corporations).

Time	March/April 2006
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), and Rick Barongi (Director, Houston Zoo, USA)
Indicators	Previous and potential new donors have been identified

ACTION 3 Pursue procurement of funds: Submit proposals and mail Zoo Campaign Letters to lowland tapir holders worldwide. Follow up with subsequent e-mails and phone calls.

Time	April 2006 to February 2007
Cost	Mailing costs
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), Rick Barongi (Director, Houston Zoo, USA), Houston Zoo accounting department, and Copenhagen Zoo (Denmark)
Indicators	Proposals have been submitted and Zoo Campaign Letters have been mailed to all lowland tapir holders worldwide

GOAL 22 To raise sufficient funding for TSG operations, including a focus on Species and Action Plans implementation

ACTION 1 Maintain current support from the Houston Zoo Inc. in the United States for the printing and mailing of the *Tapir Conservation* Newsletter (US$5,000/year - 2 issues/year - June and December).

Time	Continuous
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo)
Collaborators	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee)
Indicators	Support for the newsletter has been maintained

ACTION 2 Secure support from five (5) other zoos (annual US$1,000 contributions) for TSG operations.

Time	February 2006 to February 2007
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo), Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), and Bengt Holst (Chair, EAZA Tapir TAG)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs) and Alan Shoemaker (TSG and AZA Tapir TAG, USA)
Indicators	Five (5) zoos making annual contributions for TSG operations

ACTION 3 Prepare annual TSG financial reports and make them available on the TSG Website.

Time	Continuous
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo), Bengt Holst (Chair, EAZA Tapir TAG), and Rick Barongi (Director, Houston Zoo, USA)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Annual financial reports have been prepared and made available online on the TSG Website

GOAL 23 To have a functional tapir literature database (PDF Format) online for TSG members

ACTION 1 Compile all the tapir literature (articles, dissertations, PHVA reports, field reports etc) and make it available to TSG members on the TSG Website.

Time	12 months
Cost	US$2,000
Responsibility	Harald Beck (United States) and Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	Mathias Tobler (USA/Peru) and Patrícia Medici (TSG Chair)
Indicators	The virtual library has been established and updated on a regular basis

ACTION 2 Put an ad on the TSG Website asking people to share PDF articles.

Time	2 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	Harald Beck (United States) and Mathias Tobler (USA/Peru)
Indicators	Ad is online

GOAL 24 To compile and analyze existing information and identify gaps in information and necessary variables for long term survival (habitat quality, human impact, minimum areas) and ecological role of all four tapir species

ACTION Revise bibliography

Time	24 months
Cost	Nil
Responsibility	Diego Varela (Conservación Argentina)
Collaborators	Soledad de Bustos (Argentina) and Cristina Tófoli (Brazil)
Indicators	Information has been compiled and presented during the Fourth International Tapir Symposium in April 2008

GOAL 25 To have a commented list of equipment used in the field in electronic format

ACTION Develop a dynamic electronic list for field equipment experiences, which can be updated by users online.

Time	2 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee, and Webmaster)
Collaborators	Mathias Tobler (USA/Peru), Carlos Pedraza (Colombia), and Anders Gonçalves da Silva (Brazil)
Indicators	The page has been designed and made available online on the TSG Website

GOAL 26 To define criteria to identify priority areas for tapir research and management

ACTION Design and distribute questionnaires to define criteria for prioritizing geographic and thematic areas for tapir conservation.

Time	24 months
Cost	Nil
Responsibility	Leonardo Salas (Venezuela/Papua New Guinea), Damián Rumiz (Bolivia), Jessica Amanzo (Peru), and Epigmenio Cruz Aldán (Mexico)
Collaborators	TSG Species Coordinators and TSG Country Coordinators
Indicators	Information has been compiled and published on the *Tapir Conservation* Newsletter

GOAL 27 To have 10 EAZA and AZA zoos with established partnerships with field researchers and/or captive facilities in tapir range countries

ACTION 1 Continue to update and maintain the TSG database of tapir holding institutions worldwide.

Time	Continuous
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), and Jennifer McLain (Houston Zoo, USA)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Database updated every six (6) months and made available online on the TSG Website

ACTION 2 Continue to update, expand and maintain the TSG List of Endorsed Projects.

Time	Continuous
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee)
Collaborators	TSG Species Coordinator and TSG Country Coordinators
Indicators	TSG List of Endorsed Projects has been updated and distributed to tapir holding institutions worldwide on a regular basis, and made available online on the TSG Website

ACTION 3 Select TOP TEN Tapir Conservation Initiatives and prepare proposals for each of them.

Time	March/May 2006
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA), Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), and Leonardo Salas (Venezuela/Papua New Guinea)
Collaborators	TSG Fundraising Committee
Indicators	TOP TEN Tapir Conservation Initiatives have been selected and proposals have been prepared

ACTION 4 Use the list of TOP TEN Tapir Conservation Initiatives and a categorized version of the TSG List of Endorsed Projects to develop four (4) zoo partnerships.

Time	Continuous
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA) and Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Four (4) partnerships with zoos established

ACTION 5 Prepare standard TSG budget and reporting templates.

Time	July 2006
Cost	Nil
Responsibility	William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA), Patrícia Medici (TSG Chair / Coordinator, TSG Fundraising Committee), and Leonardo Salas (Venezuela/Papua New Guinea)
Collaborators	AZA and EAZA Tapir Taxon Advisory Groups (TAGs)
Indicators	Standard TSG budget and reporting templates prepared and made available online on the TSG Website

GOAL 28 To raise sufficient funding for the Fourth International Tapir Symposium (April, 2008)

ACTION 1 Write the proposal and letters for Zoo Campaign (Tapir Holders worldwide).

Time	April/May 2007
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), and Rick Barongi (Director, Houston Zoo, USA)
Indicators	Proposal and letters for Zoo Campaign have been prepared

ACTION 2 Identify previous and potential new donors (including private donors and corporations).

Time	April/May 2007
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), and Rick Barongi (Director, Houston Zoo, USA)
Indicators	Previous and potential new donors have been identified

ACTION 3 Pursue procurement of funds: Submit proposals and mail Zoo Campaign Letters to tapir holders worldwide. Follow up with subsequent e-mails and phone calls.

Time	May 2007 to March 2008
Cost	Mailing costs
Responsibility	Patrícia Medici (TSG Chair / Coordinator, TSG Action Planning Committee / Coordinator, TSG Fundraising Committee) and William Konstant (TSG Deputy-Chair / Director of Conservation and Science, Houston Zoo, USA)
Collaborators	Alan Shoemaker (TSG and AZA Tapir TAG, USA), Lewis Greene (Chair, AZA Tapir TAG), Bengt Holst (Chair, EAZA Tapir TAG), Rick Barongi (Director, Houston Zoo, USA), Houston Zoo accounting department, and Copenhagen Zoo (Denmark)
Indicators	Proposals have been submitted and Zoo Campaign Letters have been mailed to all tapir holders worldwide

GOAL 29 To have a functional GIS database online for TSG members

ACTION 1 Compile information on tapir GIS data based on the results from previous Population and Habitat Viability Assessment (PHVA) Workshops and the Lowland Tapir Range/Wide analysis and make it available online on the TSG Website.

Time	6 months
Cost	Nil
Responsibility	Carlos Pedraza (Colombia), Diego J. Lizcano (Colombia), and Silvia Chalukian (Argentina)
Collaborators	TSG Country Coordinators
Indicators	Report has been prepared, published on the *Tapir Conservation* Newsletter and made available online on the TSG Website

ACTION 2 Develop a dynamic online database of geographic points for tapir direct sightings, collected biological samples etc

Time	8 months
Cost	Nil
Responsibility	Carlos Pedraza (Colombia), Diego J. Lizcano (Colombia), and Mathias Tobler (USA/Peru)
Collaborators	TSG Membership
Indicators	Database has been established and made available online on the TSG Website

GOAL 30 To increase the number of people working with tapirs

ACTION 1 To participate in at least one local meeting of mammalogists / zoologists / ecologists societies to promote tapir research and conservation.

Time	Depends on conferences schedule
Cost	Variable
Responsibility	TSG Country Coordinators
Collaborators	TSG Membership
Indicators	Notes on Tapir Talk describing activity

ACTION 2 To present at least one talk per year in local universities in each tapir range country to encourage students to work on tapirs.

Time	Continuous
Cost	Variable
Responsibility	TSG Country Coordinators
Collaborators	TSG Membership
Indicators	Notes on Tapir Talk describing activity

ACTION 3 Develop a basic Power Point presentation on tapirs and the Tapir Specialist Group targeting university students and easily adaptable to local situations.

Time	6 months
Cost	Nil
Responsibility	TSG Education & Outreach Committee and TSG Marketing Committee
Collaborators	TSG Country Coordinators
Indicators	The Power Point presentation has been prepared and made available online on the TSG Website

ACTION 4 Develop a list of essential research topics that might be carried out by undergraduate or graduate students in each country.

Time	6 months
Cost	Nil
Responsibility	TSG Species Coordinators and TSG Country Coordinators
Collaborators	TSG Membership
Indicators	The list has been prepared and made available online on the TSG Website

GOAL 31 To have guidelines for tapir re-introductions and translocations

ACTION 1 Create a Taskforce to work on the development of guidelines for tapir re-introductions and translocations.

Time	7 days
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair) and Anders Gonçalves da Silva (Coordinator, TSG Genetics Committee)
Collaborators	IUCN/SSC Re-Introduction Specialist Group), Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator & Member of TSG Veterinarian Committee), Pedro Aguilar Aragon (ZooMat, Mexico), Juan Pablo Juliá (Horco Molle, Argentina), and Elliot Handrus (Mountain View Breeding Center, Canada).
Indicators	Re-Introduction/Translocation Taskforce has been created and is functioning

ACTION 2 Coordinate with the IUCN/SSC Re-Introduction Specialist Group (RSG) to develop re-introduction and translocation guidelines specific for tapirs.

Time	6 to 12 months
Cost	Nil
Responsibility	Patrícia Medici (TSG Chair) and Anders Gonçalves da Silva (Coordinator, TSG Genetics Committee)
Collaborators	IUCN/SSC Re-Introduction Specialist Group), Viviana Quse (Fundación Temaikén, Argentina & TSG Lowland Tapir Coordinator & Member of TSG Veterinarian Committee), Pedro Aguilar Aragon (ZooMat, Mexico), Juan Pablo Juliá (Horco Molle, Argentina), and Elliot Handrus (Mountain View Breeding Center, Canada).
Indicators	Guidelines have been prepared, published in the *Tapir Conservation* Newsletter, made available online on the TSG Website, and presented during the Fourth International Tapir Symposium in April 2008

GOAL 32 To have a better access to shared & downloadable documents for TSG members

ACTION 1 Expand and organize Downloads Page on the TSG Website as it grows with content.

Time	Continuous
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	Patrícia Medici (TSG Chair)
Indicators	Downloads page improvements online - possibly searchable documents database

ACTION 2 Assign TSG Country Coordinators as point people for disseminating materials to country researchers (when downloading from website is not easily available [slow connection, no internet access]).

Time	Continuous
Cost	Duplication and mailing costs
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Collaborators	TSG Country Coordinators
Indicators	Each TSG Country Coordinator has received and disseminated all materials

ACTION 3 Identify and approach appropriate University Libraries to receive copies of the *Tapir Conservation* Newsletter.

Time	12 months to establish mailing list
Cost	Mailing costs
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and Kelly Russo (Coordinator, TSG Education & Outreach Committee)
Collaborators	TSG Country Coordinators assign to specific in-country TSG members
Indicators	An enhanced mailing list

ACTION 4 Publicize TSG FTP for transferring and sharing information - MEMBERS ONLY!!!

Time	3 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster)
Collaborators	Patrícia Medici (TSG Chair)
Indicators	TSG members using FTP page

ACTION 5 Offer E-mail aliases to TSG Committees: committee@tapirspecialistgroup.org

Time	Once, within 2 months
Cost	Nil
Responsibility	Gilia Angell (Coordinator, TSG Marketing Committee & Webmaster) and our server administrator
Collaborators	Patrícia Medici (TSG Chair)
Indicators	Communication occurs using these aliases