

Strategic planning

CAS Instituto de Conservação de Animais Silvestres

2023-2027



ORGANIZATION















Workshop organized by:

Wild Animal Conservation Institute (ICAS), IUCN SSC Conservation Planning Specialist Group | Center for Species Survival Brazil (IUCN SSC CPSG | CSE Brazil), Chester Zoo

Organization team:

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LETTER FROM THE PRESIDENT



Arnaud Desbiez Founder and President

Dear partners, collaborators and members of ICAS,

It is with great satisfaction that I present ICAS's Strategic Planning report for the next 5 years.

Planning was carried out in a participatory manner so that each individual on the ICAS team could come to understand and better internalize our mission, as well as the impact we have and would like to have on our society and the environment.

By adopting the Theory of Change as our guide, we delve into the analysis of what needs to be transformed, as well as who we should collaborate with to effect positive change. This strategic plan will serve as a compass for each member of our team to understand their role within the organization and how our daily tasks contribute to achieving this mission.

I would like to express my sincere gratitude to each and every one of you for your tireless dedication to ICAS. What each person accomplishes daily is not just a series of tasks, but a commitment to a greater mission. Every individual effort and contribution plays a crucial role in our journey.

Let's move forward with confidence and determination!

)&B. Q--

BACKGROUND AND SCOPE

Our strategic plan aims to achieve more significant and effective conservation impacts for all ICAS projects. It was prepared collaboratively, with the participation of the majority of the ICAS team during a workshop held in Campo Grande, MS, from February 28th to March 3rd, 2023.

This document is a continuation of the plan based on the Theory of Change, elaborated in April 2018, focused on Education and Communication activities. This was the institution's first formal strategic plan, resulting in the definition of our vision, objectives and priority activities for the period of 2018-2022.

The objective of the current workshop was to **revisit the mission**, **vision and define general institutional values and objectives** that were discussed and agreed upon by all of the current members of the ICAS team. Furthermore, this plan sought to **revisit and update the results of the Theory of Change of the Education and Communications component of ICAS from the previous period and expand planning to all current ICAS projects.**

The plan outlines the **direction we aim to follow over the next five years** (2023-2027), including objectives, stakeholders, expected results and activities/actions and those who will be responsible. We intend for the activities to be revisited, including establishing actions each year and carrying out a more comprehensive review of the plan in the middle of this period (2025).

ICAS projects/thematic areas incorporated into this strategic planning include:

Public Policy & Mitigation Action Research
Giant Armadillo - Pantanal
Giant Armadillo – Cerrado
Giant Armadillo - Atlantic Forest
Armadillos & Honey
ICAS Veterinary Medicine
ICAS Education and Communications



The Conservation Planning Specialist Group (CPSG) is part of the International Union for Conservation of Nature Species Survival Commission (IUCN SSC). CPSG saves endangered species through planning, increasing the effectiveness of conservation efforts around the world.

The mission is to save endangered species by increasing the effectiveness of conservation efforts around the world. For 40 years, CPSG has used scientifically sound, collaborative processes that bring together people with diverse perspectives and expertise to catalyze positive change in conservation. CPSG works to ensure that all species that require a plan are covered by an effective implementation plan.



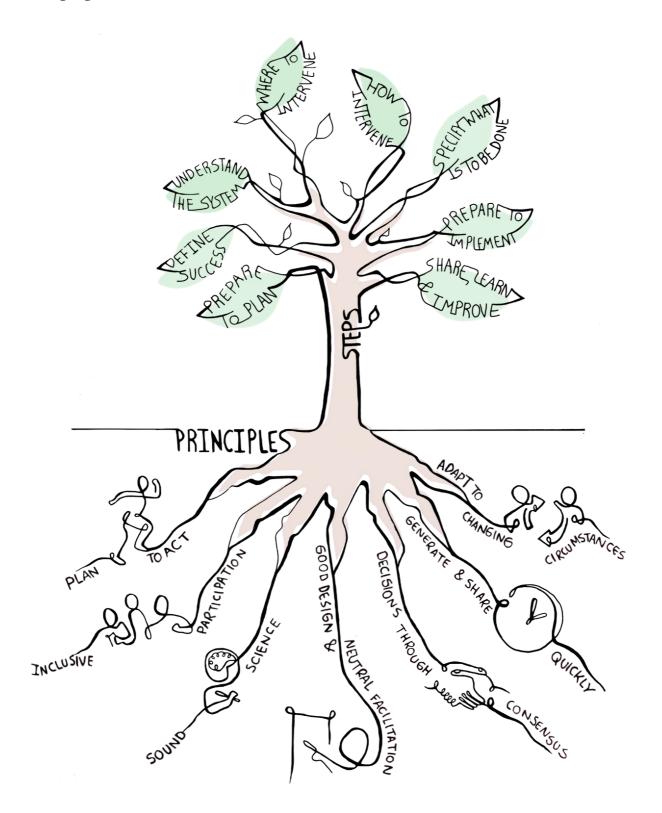
Center for Species Survival Brazil

CSE Brasil is the union of three co-founders: the Species Survival Commission (SSC) of the International Union for Conservation of Nature (IUCN), the Conservation Planning Specialist Group (CPSG) of the IUCN SSC and Parque das Aves.

CSE Brasil combines the experience and resources of these three co-founders to enhance the capacity of the IUCN Species Survival Commission network to Assess, Plan, Act and Influence species conservation policies in Brazil.

PROCESS - INSTITUTIONAL PLANNING

To review the mission, vision and values, we adopted the <u>CPSG Principles and</u> <u>Steps</u> as a base document: plan to act, promote inclusive participation, use sound science, ensure good design and neutral facilitation, reach decisions through consensus, generate and share products quickly, and adapt to changing circumstances.



PROCESS - THEORY OF CHANGE

To develop **objectives and activities/actions**, we used an adaptation of the Theory of Change approach. The **Theory of Change (ToC)** is a tool that helps describe the need you are trying to address, the changes you want to make (your results), and what you plan to do (your activities/actions). An institutional approach to ICAS based on the Theory of Change helps ensure that all of the institution's projects and activities contribute to the overall outcomes and goals that ICAS is striving to achieve.

The Theory of Change should help the institution consider and articulate the assumptions and enabling factors surrounding its work, as well as explain why its activities will lead to desired outcomes, challenge the institution to develop clear objectives and explore whether its plans are supported by evidence. At the end of the Theory of Change process, all ICAS members should clearly know what the institution and each project hope to achieve and a strategy for this.

By asking a few simple questions and working from your goals to your activities, ToC helps you design a program that has a real impact:

What are the general objectives of your institution/project? What results does the institution/project intend to achieve? Who is it aimed at? How should we deal with them? What activities are best for achieving your results?

Summary of the steps in the ICAS Theory of Change process:

- Threat analysis for both species
- Selection of the most important threats in each project
- ToC review of previous plan (2018-2022): what was accomplished/implemented and lessons learned
- ToC objectives and results (revisited from previous and new plans)
- Stakeholder mapping and analysis
- Activities/actions
- General plenary and review to ensure all projects adequately considered education, communication and human dimensions





ICAS – Wild Animal Conservation Institute is a non-profit organization dedicated to the conservation of biodiversity, seeking to produce knowledge based on science to dialogue, influence and search for solutions and strategies that promote harmonious coexistence between human beings and wildlife.



MISSION

To promote a more harmonious coexistence between people and biodiversity.

VISION

To be at the forefront of scientific research and implement socially inclusive solutions for species conservation





We act with transparency, ethics, respect and empathy.

We value dialogue, cooperation and harmonious coexistence between the people of the institution.

Through democratic participation, we seek to build a reference institution that is inclusive and equitable.





GOALS

To work in species conservation, research, public policy, education and communications (with a focus on xenarthrans).

All ICAS projects include the following objectives to achieve our vision:

- To improve scientific knowledge about species in order to contribute to conservation planning and actions.
- To increase awareness about species with a focus on reducing sociocultural and economic conflicts.
- To conduct research and promote education and communication actions related to wildlife health with the One Health approach.
- To understand the social, economic and cultural context of behaviors that threaten target species.
- To work collaboratively with key stakeholders and seek socially inclusive solutions.
- To seek coexistence strategies that benefit wildlife and the people who share space with them.
- To provide technical-scientific support and influence public policies (internationally, through forums and expert groups) related to the environment.
- To evaluate the organization's impacts and actions.
- To provide training and capacity-building to increase the number of people engaged in conservation.
- To use communication as a tool for disseminating scientific knowledge and the institutional actions of ICAS to society.



ICAS TEAM

























































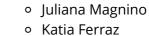






- Alessandra Bertassoni
- Andreas Kindel
- Ana Yoko 0
- Fernanda Abra 0
- Fernando Ascensão 0





- Lilja Fromme
- Pedro Navas Suarez
- Vinicius Albercini

RESULTS THEORY OF CHANGE

THEORY OF CHANGE



GIANT ARMADILLO

- Lack of research
- Opportunistic/indirect* hunting for food
- Vehicle collisions highways
- Contaminants (pesticides, heavy metals)
- Illnesses
- Domestic and exotic species
- Lack of popular knowledge about the species
- Fires
- Major infrastructure works
- Climate change (impact unknown)
- Habitat loss and fragmentation
- Retaliation due to sociocultural and economic conflicts

^{• *}No evidence. Assumption based on cultural knowledge that all species of armadillo are consumed.

THEORY OF CHANGE THREAT ANALYSIS



GIANT ANTEATER

- Hunting
- Vehicle collisions highways
- Conflict with domestic and feral dogs?
- Contaminants (pesticides, heavy metals)
- Illnesses
- Lack of popular knowledge about the species
- Fires
- Major infrastructure works
- Climate change (impact unknown)
- Habitat loss and fragmentation
- Retaliation due to sociocultural and economic conflicts





Instituto de Conservação de Animais Silvestres

THEORY OF CHANGE **Public Policy & Mitigation Action Research**

Erica Saito, Mariana Catapani, Yuri Ribeiro

PUBLIC POLICY & MITIGATION ACTION RESEARCH ACRONYMS MENTIONED

AGESUL	Agência Estadual de Gestão de Empreendimentos (State Agency for Enterprise Management)
ANTT	Agência Nacional de Transportes Terrestres (National Land Transportation Agency)
BNA	Bonito Não Atropela ("Bonito doesn't run over")
CONTRAN	Conselho Nacional de Trânsito (National Traffic Council)
DENATRAN	Departamento Nacional de Trânsito (National Traffic Department)
DETRAN	Departamento Estadual de Trânsito (State Department of Transit)
DNIT	Departamento Nacional de Infraestrutura de Transportes (National Department of Transport Infrastructure)
EPL	Empresa de Planejamento e Logística S.A. (Planning and Logistics Company S.A.)
IBAMA	Brazilian Institute of Environment and Renewable Natural Resources
IMASUL	Instituto de Meio Ambiente de Mato Grosso do Sul (Institute of Environment of Mato Grosso do Sul)
MS	Mato Grosso do Sul
РМА	Polícia Militar Ambiental (Environmental Military Police)
PRF	Polícia Rodoviária Federal (Federal Highway Police)
REET	Rede Brasileira de Especialistas em Ecologia de Transportes (Brazilian Network of Specialists in Transport Ecology)
UN	United Nations
WVC	Wildlife-Vehicle Collision



PUBLIC POLICY & MITIGATION ACTION RESEARCH

THREATS TO THE SPECIES

- Vehicle collisions highways.
- Major infrastructure works.
- Habitat loss and fragmentation.
- Retaliation due to sociocultural and economic conflicts.
- Conflict with domestic and feral dogs?

GOALS

- To act for the prevention and process of mitigating wildlife-vehicle collisions.

- To conduct scientific research that provides support for decisionmaking.

- To understand the impact of different land uses on the health of giant anteaters.





PUBLIC POLICY & MITIGATION ACTION RESEARCH **STAKEHOLDERS AND STRATEGIES**

CONCERNED PARTIES	STRATEGY	EXPECTED RESULTS
1. Public Prosecutor's Office	Keep satisfied Engage and consult	Representatives active and engaged in complying with guidelines and implementing mitigation measures for WVC.
Onice	consult	WVC recognized as negligence and not fatality.
2. Highway administrators: federal - DNIT / state - AGESUL	Keep close Engage and consult	Planning, implementation and maintenance of mitigation measures for reduced WVC on state highways in MS
3. Environmental agencies: federal	al Engage and	Improved environmental licensing process for highways.
- IBAMA / state - IMASUL		Technicians trained and empowered to mitigate WVC.
4. CONTRAN / DENATRAN	Keep close Engage and consult	Highway signage manual updated and implemented based on the guidelines agreed upon in the Final Report on the effectiveness of wildlife crossing signs.
5. ANTT/ EPL	Engage and consult	Mitigation measures included and required in the announcement for contracting new concessions.
6. DETRAN/MS	Keep close Engage and consult	Traffic education instructors trained to provide guidance for drivers on WVC prevention.
7. BNA, REET and other NGOs	Keep informed	Proposals to reduce WVC implemented in MS.
8. Researchers	Keep informed Engage and consult	Diagnostic carried out to understand the issue of garbage on highways and developments forwarded to the appropriate parties.
		Research conducted that generates support to guide decision-making for WVC mitigation.
9. UN / Other international institutions	Keep informed Engage and consult	WVC issues recognized as an objective within the agenda of the Decade of Action for Road Safety.

CONCERNED PARTIES	STRATEGY	EXPECTED RESULTS
10. Government	Keep satisfied	MS Road Observatory created and legitimized as a strategic and relevant initiative for WVC mitigation and road safety in MS.
and ministries (federal, state and municipal)		MS Road Observatory recognized as a replicable initiative at the national level.
,		Municipality of Campo Grande discusses and acts regarding WVC in a continuous and consistent manner.
11.	Keep satisfied	Companies interested and active in reducing WVC (without criteria previously established in public announcement).
Concessionaire		New companies committed to complying with the conditions and guidelines established in the announcements (ANTT).
12. Media	Keep satisfied	ICAS recognized as technical focal point regarding the WVC agenda.
13. Truck drivers	Monitor/Keep satisfied	Drivers engaged, recognizing their role in reducing WVC.
15. International Financial	Keep informed	International sponsors and zoos engaged in reducing WVC with greater financial investments, technical support, exchanges and team training.
Supporters/Zoos		WVC agenda disseminated within the scope of its activities.
16. PRF and PMA	Monitor	Measures to prevent the occurrence of known WVC, so that police officers can share this information.
		Data related to WVC collected with higher quality and made available in its entirety.
17 Civil society	Monitor	Society that is directly and indirectly conscious and active regarding the importance of reducing WVC.
17. Civil society		Society with more positive attitudes towards truck drivers.
18. Adjacent communities	Monitor	Communities included in the process of planning and implementing measures to reduce WVC.
19. Other road users	Monitor	Road users aware of the risks related to WVC.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this <u>LINK</u> (Portuguese only).



Instituto de Conservação de Animais Silvestres

THEORY OF CHANGE **Giant armadillo** PANTANAL | CERRADO | ATLANTIC FOREST

GIANT ARMADILLO ACRONYMS MENTIONED

IMA	Integrated Management Area
IMA	Instituto do Meio Ambiente (Institute for the Environment)
PERD	Parque Estadual do Rio Doce (Rio Doce State Park)
PNMP	Parque Natural Municipal do Pombo (Pombo Municipal Nature Park)



THEORY OF CHANGE Giant armadillo | PANTANAL

Isadora Aguirra, Gabriel Massocato, Mateus Dias



GIANT ARMADILLO | PANTANAL

THREATS TO THE SPECIES

- Lack of research
- Opportunistic/indirect* hunting for food
- Vehicle collisions highways
- Contaminants (pesticides, heavy metals)
- Illnesses
- Domestic and exotic species
- Lack of popular knowledge about the species
- Fires
- Major infrastructure works
- Climate change (impact unknown)
- Habitat loss and fragmentation
- Retaliation due to sociocultural and economic conflicts

GOAL

To reduce threats to the giant armadillo population in the Pantanal.





GIANT ARMADILLO | PANTANAL STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
1. Researchers	Engage and consult	Information generated and disseminated for decision-making and influencing public policies for the conservation of the giant armadillo and the Pantanal of Nhecolândia.
2. Carbon credit certification companies	Engage and consult	Carbon credit certification companies identified and connected to farmers.
3. Farmers	Keep satisfied	Farmers engaged with the fire brigade program and participatory fire management.
	Keep satisfied	Farmers motivated to protect the Pantanal.
4. Pantanal	Keep satisfied	Change in environmental legislation that preserves habitats and reduces impacts on the giant armadillo.
Observatory	Keep informed	Public policies that value the habitat of the giant armadillo.
5. Pantanal schools	Keep informed	Students from Pantanal schools made aware of the importance of preserving biodiversity and its main threats with a focus on the giant armadillo.
6. Zoos	Engage and consult	Long-term financing.
7. Media (local, national and international)	Engage and consult	Project activities in the Pantanal disseminated regarding natural history and threats to giant armadillos.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines and success indicators, access this LINK (Portuguese only).



THEORY OF CHANGE Giant armadillo | CERRADO

Isadora Aguirra, Gabriel Massocato, Mateus Dias



GIANT ARMADILLO | CERRADO

THREATS TO THE SPECIES

- Lack of research
- Opportunistic/indirect* hunting for food
- Vehicle collisions highways
- Contaminants (pesticides, heavy metals)
- Illnesses
- Domestic and exotic species
- Lack of popular knowledge about the species
- Climate change (impact unknown)
- Habitat loss and fragmentation

GOAL

To promote the population viability of the giant armadillo in the Cerrado.





GIANT ARMADILLO STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
1. Environment	Engage and consult	Continuous access to and maintenance of the infrastructure in Pombo Municipal Park.
Secretariat of Três Lagoas		Recognition and appreciation of the PNMP as the most important conservation area for the giant armadillo and all biodiversity in the Cerrado of Mato Grosso do Sul.
	Engage and consult	Information for decision-making and influence on public policy for the conservation of the Cerrado.
2. Researchers		Scientific data influencing decision-making to ensure the population viability of giant armadillos in the Cerrado. The concept of IMAs consolidated and disseminated.
		PNMP recognized as an important research area for Cerrado biodiversity.
		Training and qualification of new researchers through the volunteer program.
	Engage and consult	Access to properties in IMAs.
3. Farmers		Farmers motivated to preserve the giant armadillo habitat.
5. Furthers		Farmers aware of the existence of Pombo Municipal Park and the giant armadillos in the vicinity of their properties.
4. Carbon credit certification companies	Engage and consult	Carbon credit certification companies identified and connected to farmers.
		Access to properties in IMAs.
5. Eucalyptus companies	Engage and consult	Recognition of the giant armadillo as a flagship species in biodiversity conservation in the IMAs of the Cerrado.
		Engagement in the protection and dissemination of the giant armadillo.

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
6. Environment Secretariat of Água Clara	Engage and consult	The surroundings of the PNMP (IMAs) are recognized as an important area for the conservation of Cerrado biodiversity.
7. Schools in the surrounding area	Keep satisfied	Students from surrounding schools made aware of the importance of preserving biodiversity with a focus on the giant armadillo and threats to the conservation of the species
8. Local	Keep satisfied	Local community aware of the existence of the PNMP with a focus on the conservation of the giant armadillo.
community in the surrounding IMA of the PNMP		Local community is proud to be part of the IMAs
		PNMP IMA participatory management plan implemented
9. Local Cerrado	Keep satisfied	Local community aware of the biodiversity of the Cerrado with a focus on conserving the giant armadillo.
community		Local community recognizes the importance of IMAs
10. NGOs	Keep satisfied	NGOs engaged and collaborating with IMAs' integrated management plans
12. Zoos	Keep informed	Zoos collaborating in the capacity-building and training of ICAS members to act in threat mitigation
		Long-term financing
	Keep informed	Increased media involvement and engagement (local and national)
13. Media (local, national and		Increased media involvement and engagement (international)
international)		Pombo Municipal Park recognized and celebrated as an important conservation area for the giant armadillo and for all of the biodiversity of the Cerrado in Mato Grosso do Sul.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this LINK (Portuguese only).



THEORY OF CHANGE Giant armadillo | ATLANTIC FOREST

Barbara Calanzans, Lucas Barreto



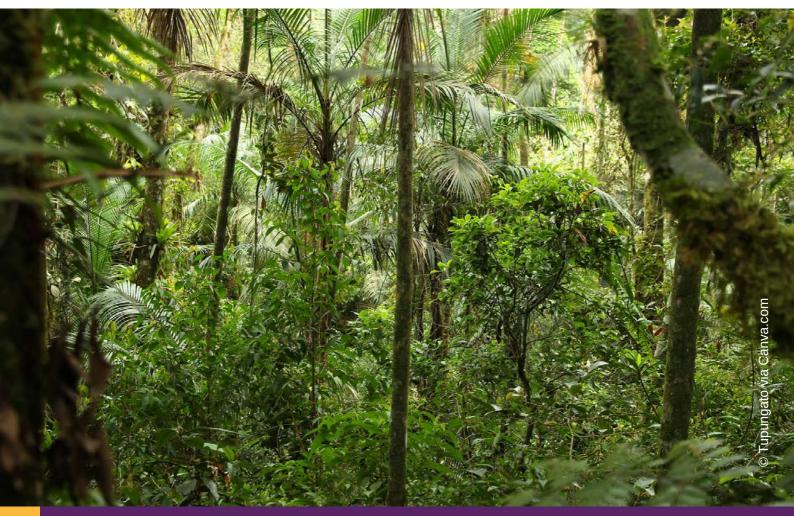
GIANT ARMADILLO | ATLANTIC FOREST

THREATS TO THE SPECIES

- Lack of research
- Opportunistic/indirect* hunting for food
- Vehicle collisions highways
- Contaminants (pesticides, heavy metals)
- Lack of popular knowledge about the species
- Fires
- Climate change (impact unknown)
- Habitat loss and fragmentation

GOAL

To protect the last population of giant armadillos in the Atlantic Forest.



GIANT ARMADILLO STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
	Partnership and strategies for conserving the species	Efficient and transparent communication established with the Conservation Unit.
1. Conservation Unit (PERD)		Giant armadillo recognized as a symbol of conservation in PERD
		Public policy recommendations/support for the conservation of the giant armadillo in the region prepared and made available.
2. PERD employees	Learn about the species and help find traces	Qualified employees motivated by the conservation of the species, collaborating in obtaining traces of the giant armadillo
		Improved surveillance to reduce hunting in CUs
3. Researchers	Elaborate joint strategies for communication, environmental education, fundraising and logistics	Unidos pelo PERD ("United by PERD") research group consolidated for information sharing, logistics, environmental education and fundraising
4. City governments	Partnership and strategies for conserving the species	City hall engaged and facilitating relationships established with the environment and education sectors
5. Public Prosecutor's Office	Learn about the species, help with conservation and fundraising	Project activities financed by the Public Prosecutor's Office
6. Surrounding community	Learn about the species and help with conservation	Community engaged with research and the importance of conserving giant armadillos in the region.
7. Companies	Areas within the PERD buffer zone	Free access to private areas for project research
(Forestry and Steel)		Companies implement conservation recommendations
8. Beekeepers	Prevent and mitigate possible conflicts between beekeepers and giant armadillos	Conflicts identified and mitigated between beekeepers and giant armadillos
9. Tourists	Learn about the species and help with conservation	Tourists with greater knowledge about the species.



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
10. Press	Dissemination of relevant information about the species	Communication vehicles contributing to improving the visibility and recognition of the project in the region.
11 Universities		Universities collaborating with the project's research.
		Generate data to support public policy and publish scientific articles on this area.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this LINK (Portuguese only).





Instituto de Conservação de Animais Silvestres

THEORY OF CHANGE Armadillos and Honey

Arnaud Desbiez, Marcos Wolf



ARMADILLOS AND HONEY ACRONYMS MENTIONED

Agraer	Agência de Desenvolvimento Agrário e Extensão Rural (Agency for Agrarian Development and Rural Extension)
A&H	Armadillos and Honey
Sebrae	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Brazilian Micro and Small Business Support Service)
Senar	Serviço Nacional de Aprendizagem Rural (National Rural Learning Service)
GA	Giant Armadillo (Tatu-Canastra in Portuguese)



ARMADILLOS AND HONEY

THREATS Lack of popular knowledge about the species. Retaliation due to sociocultural and economic conflicts with humans.

GOAL

- To promote coexistence between beekeepers and giant armadillos.





ARMADILLOS AND HONEY STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
01. Beekeepers who		Peaceful coexistence with giant armadillos.
sell to		Increase in the number of certified beekeepers.
warehouses/exporte rs and small-scale	Engage and consult	The honey sold is highlighted as giant armadillo- friendly.
beekeepers who sell on the local market.		Beekeepers valuing the presence of GA in the area of apiaries.
02. Beekeepers	Engage and	Mitigation measures adopted and promoted.
associations and cooperatives	consult	Beekeepers trained in the use of mitigation measures.
03. Artisans, entrepreneurs using	Engage and consult	Honey and by-products (propolis, wax, royal jelly, pollen) are valued and used as raw materials for a wide variety of products.
honey derivatives	Consult	Part of the production performed by low-income families (beekeepers' wives).
04. Federation and confederation of beekeepers	Keep satisfied	Mitigation measures adopted and promoted.
05. Eucalyptus	Keen satisfied	Eucalyptus companies training beekeepers in adopting mitigation measures.
companies	Keep satisfied	Mandatory mitigation measures in apiaries located in company areas.
06.		Adding value to certified products.
Supermarkets/cons umers	Keep satisfied	Markets promoting the purchase of sustainable/environmentally-conscious products by the general public.
		Warehouses knowing/understanding/valuing the importance of certification.
07. Warehouses	Keep satisfied	Prioritizing the purchase of certified honey and valuing the product (they pay a little more).
(local)		Warehouses encouraging beekeepers to become certified.
		Training resellers to explain certification and help with publicity.



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
08. Warehouses	Koon satisfied	Purchasing certified honey seen as unique and valued.
(exporters)	Keep satisfied	Coexistence with GA publicized in the country where they sell.
		Final consumer prioritizing the purchase of certified honey.
		Recognition and appreciation of beekeepers' efforts to coexist with the GA.
09. General public	Monitor	Recognition and appreciation of the importance of GAs for the ecosystem.
		Raising awareness in schools located in the GA's area of distribution about the coexistence between beekeepers and GAs.
		Continuity in the dissemination of information to promote the purchase of certified honey.
		Dissemination of mitigation measures throughout the country.
10. Media	Keep informed	Praise the efforts made by beekeepers to live with GAs.
		Strengthen publicity about the importance of GA conservation.
11. Sebrae/Senar/Agraer		Mitigation measures included and adopted in their training.
(Entities involved in training beekeepers)	Keep informed	Entities promoting coexistence with GAs.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this LINK (Portuguese only).

THEORY OF CHANGE ICAS Veterinary Medicine

Carolina Lobo, Danilo Kluyber, Grazielle Soresini, Mario Alves, Mayara Grego Caiaffa



ICAS VETERINARY MEDICINE ACRONYMS MENTIONED

ANVISA	Agência Nacional de Vigilância Sanitária (Brazilian Health Regulatory Agency)
CCZ	Centro de Controle de Zoonoses (Zoonosis Control Center)
FIOCRUZ	Oswaldo Cruz Foundation
IBAMA	Brazilian Institute of Environment and Renewable Natural Resources
MAPA	Ministério da Agricultura, Pecuária e Abastecimento (Ministry of Agriculture, Livestock and Food Supply)
MS	Mato Grosso do Sul
SES	Secretaria de Estado de Saúde (State Department of Health)
UBS	Unidade Básica de Saúde (Basic Health Unit)



ICAS VETERINARY MEDICINE

THREATS TO THE SPECIES

- Lack of research
- Contaminants (pesticides, heavy metals)
- Illnesses
- Domestic and exotic species

GOALS

-To diagnose and monitor the health of armadillos and anteaters and the main factors that negatively impact it.

-To promote education and communication about wildlife health through the One Health approach.





ICAS VETERINARY MEDICINE **STAKEHOLDERS AND STRATEGIES**

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
		Perception about zoonotic risk factors and the health/biodiversity relationship diagnosed
		Access to private areas permitted for capturing armadillos and anteaters and collecting biological material
1. Rural landowners and communities	Engage and consult	Farmers and the rural community understand the importance of the topic of health for the project
		Communication network established with those responsible for herd management and livestock associations to share information about animal health and the use of pesticides in these areas.
2. Universities and scientific institutions, zoos		Priority lines of research in health and toxicology identified and partnerships with research groups established
and foundations (Teachers/Research	Engage and consult	University community more engaged and informed about wildlife health concepts
ers and postgraduate students)		Greater number of postgraduate students conducting research on the health and toxicology of armadillos and anteaters
3. ICAS Communications	Engage and	Agenda of biodiversity and health included in education and communications programming
and Education Team	consult	ICAS's health-related work and results published in the media
4. Environmental agencies (IBAMA,		Established and active collaboration network/researchers on the topic of toxicology
ANVISA, MAPA) and other institutions and forums related to toxicology	Keep informed	ICAS with representation in different forums on the topic of toxicology in wild animals
5. Regional and state health agencies (MAPA, ANVISA, CCZ, FIOCRUZ, UBS and SES)	Keep informed	ICAS with representation in different forums on health issues in Mato Grosso do Sul



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
6. ICAS Financial Supporters	Keep satisfied	Sponsors recognizing the importance of wildlife health and investing/funding related research
7. Private and public laboratories	Monitor	Greater number of laboratories with an interest and capacity to perform diagnostic tests on wild animals, to detect and quantify pesticides and collaborate in the interpretation of results
8. Research projects that work with wildlife health in MS	Keep informed	Collaboration network created and communication flow established to exchange wildlife health information in the areas where ICAS operates and/or is working with target species in MS

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this LINK (Portuguese only).



THEORY OF CHANGE ICAS Education & Communications

Andréia Nasser, Audrey Brisseau, Guto Akasaki and Luísa Oliveira



ICAS EDUCATION & COMMUNICATIONS **ACRONYMS MENTIONED**

AGESUL	Agência Estadual de Gestão de Empreendimentos (State Agency for Enterprise Management)
DETRAN	Departamento Estadual de Trânsito (State Department of Transit)
DNIT	Departamento Nacional de Infraestrutura de Transportes (National Department of Transport Infrastructure)
GAP	Giant Armadillo Project
ICMBio	Chico Mendes Institute for Biodiversity Conservation
IEF/Cetas	Instituto Estadual de Florestas/Centros de Triagem de Animais Silvestres (State Forestry Institute/Wildlife Screening Centers)
IPÊ	Instituto de Pesquisas Ecológicas (Institute for Ecological Research)
IMASUL	Instituto de Meio Ambiente de Mato Grosso do Sul (Institute of Environment of Mato Grosso do Sul)
UEMS	Mato Grosso do Sul State University
UFMG	Federal University of Minas Gerais
UFMS	Federal University of Mato Grosso do Sul



ICAS EDUCATION & COMMUNICATIONS

THREATS TO THE SPECIES

- Habitat loss and fragmentation
- Fires
- Lack of popular knowledge about the species
- Vehicle collisions highways
- Major infrastructure works

GOALS

- To apply communication and education strategies that use nonviolent, non-imposing language when addressing threats related to land use and occupation, avoiding conflicts in the territory and with partners.

- To translate scientific language into communication and educational materials, strategies and actions that promote fascination with and appreciation of species and the work of the ICAS team.

- To promote spaces for dialogue between different stakeholders (public or not) and the ICAS technical and scientific team aimed at education and communication actions in favor of human-wildlife and environmental coexistence.





ICAS EDUCATION & COMMUNICATIONS **STAKEHOLDERS AND STRATEGIES**

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
1. ICAS	Engage and consult	Coexistence strengthened and incorporated into the culture as ICAS's standard in all communication and education actions.
2. TEAM: Anteaters & Highways (Public		Communications and education team integrated into ICAS's project activities.
Anteaters & Highways (Country); Armadillos and Honey; GAP Atlantic Forest; GAP Cerrado; GAP Pantanal	Engage and consult	Guidelines created for generating content for education and the different ICAS communication channels (social media, website and television media).
3.General Public	Engage and consult	ICAS's scientific knowledge being better disseminated to the general public through communication and education actions.
4. Higher Education Institutions (UFMS,	Engage and consult	ICAS recognized as a key partner of Higher Education Institutions, such as UFMS, UEMS and UFMG.
UEMS and UFMG)	COnsult	ICAS as a partner of HEIs for education and communication actions
5. International partners and financial supporters.	Engage and consult	International sponsors (Reid Park Zoo and Houston Zoo) engaged and providing greater financial investments, technical support and exchanges with the ICAS education and communication area.
	Engago and	Journalists promoting our work.
6. Journalists	Engage and consult	List of contacts established for different media.
7. Government Bodies (DETRAN/MS, ICMBio, Agesul, Imasul, DNIT, IEF/Cetas)	Keep satisfied	Government bodies disseminating ICAS education and communication materials.
8. NGOs (WWF, IPÊ, Nobilis)	Monitor	NGOs respecting and recognizing the education and communication work of ICAS.



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
9. Rural	Monitor	Rural communities as partners in biodiversity conservation.
Communities	MONITO	Rural communities proud to contribute to conservation.
10. Partner Groups	Keep informed	Groups engaging with our communication and education actions.
11. Influencers	Keep satisfied	Influencers becoming ambassadors of our projects.
	Reep satisfied	Influencers increasing public engagement in our actions.
12. Public Representatives (Municipal Departments)	Keep satisfied	Public representatives collaborating with the officialization of partnerships and establishing a shared agenda for education and communication actions.
13. Tourists	Keep informed	Tourists collaborating in publicizing the project.
		Tourists engaged in the project.
14. Rural Landowners	Keep informed	Partner rural landowners proud to contribute to conservation.
15. Truck drivers		Truck drivers engaged and proud to contribute to conservation.
16. Conservation Units	Keep informed	CUs providing support for our project's communication and education actions.
17. Interns and Volunteers	Keep informed	Interns and volunteers proud of and able to talk about the projects.
18. Teachers	Monitor	Teachers working with and developing educational actions with project-related themes.
19. Urban Communities	Monitor	Urban communities engaged to contribute to conservation.
20. National Zoos	Monitor	National zoos, such as Parque das Aves, São Paulo Zoo and Bioparque Pantanal, partnering in ICAS education and communication actions.
21. Financing companies		Companies funding ICAS work.

To see the complete spreadsheet with all activities/actions, responsible parties, deadlines, and success indicators, access this LINK (Portuguese only).





TEORY OF CHANGE **Review 2018-2022**

This section provides a summarized graphical review of the previous strategic planning, highlighting successfully completed outcomes and activities while indicating those that were not carried out or encountered challenges.

During the workshop, monitoring commenced with a presentation of the results of the implementation progress of the Theory of Change for each project, followed by a plenary discussion on the execution of the outcomes. This involved identifying what worked and what did not, along with the lessons learned.

The results of this collective discussion, combined with the analysis of threats, served as the initial basis for revisiting the Theory of Change objectives from the previous planning. From this, the objectives of the current plan were established. It is important to note that some projects in the current plan are new and, therefore, are not included in this review section.



ANTEATERS AND HIGHWAYS



Current: Public policy and mitigation action research

			Invest
Anteaters and Highways			A Structured interviews with truck drivers to assess intentional road kill and motivations (if it takes place).
Goals	Stakenolders & Outgomes	1	B Fetablish narthership with Sina Rem Caminhoneirn radio
Reduce Giant		T	programme to develop and deliver communication campaign
decline due to roadkill			C. Meet with federal highway police to determine most frequently used stops for targeting communication campaign.
Reduce Glant Anteater decline due to habitat loss	 Increase awareness about species and Giant Anteater collision prevention through increase awareness about species and Giant Anteater collision prevention through participation in campaigns and communication. Increase knowledge about the number of Giant Anteater collisions and insurance costs (two- way sharing of information). 		D. Communication campaign targeting road users and celebrating the role they can play in conserving Giant Anteaters including, videos, face to face, photos, media, social media, car sticker.
Reduce Giant Anteater			E. Petition to government signed by road users with a focus on truck drivers as an important stakeholder.
decline due to misconceptions	3. DETRAN-MS (driving school)	>	F. Competition with high school students to develop innovative solutions for mitigation methods.
		T	G. Contact with insurance companies to find out about Giant Anteater collisions and insurance costs
		\swarrow	 H. Meeting with DETRAWMS to develop a partnership with a focus on road safety.
	A. DNIT/AGESUL (Government agencies) Improve management of existing roads to decrease the number of Giant Anteater collisions. Improve advance of draw more to decrease the number of Clant Anteater collisions.		1. Produce collaborative content – video and text related to Giant Anteater.
	manana manina filimita anathili	_	J. Implement Giant Anteater content in driving schools.
	Road company Improve management of existing	_	K. Meeting to share road kill numbers and locations (two-way)
	 improve plaining on new roads to decrease the number of blain Anteater collisions. Increase knowledge about the number of Glant Anteater collisions and circumstances on private roads. 	×	L. Present a report of road kill impact (financial losses and material damages) and discuss potential for collaboration to reduce.
	 6. IBAMA, INASUL. (Government agencies) e. Increase number of new roads being approved that have wildlife friendly regulations. Enforce wildlife friendly regulations on existing roads. 		M Offer to provide hot spot analysis and suggest possible mitigation measures
	 Police (DMA, PRF) Increase knowledge about the number of Glant Anteater collisions and circumstances 		N. Create a technical guide with mitigation measures for the Glant Anteater.
	 Police are more aware of species and Giant Anteater collision prevention measures, and are able to share this information. 		 Research future highways in MS state and engage responsible agencies to implement mitigation strategies in build

ANTEATERS AND HIGHWAYS

Current: Public policy and mitigation action research

Vision	Goals	Stakeholders & Outcomes	Activity
	Reduce Giant	8. Landowners (in project area)	P. Face to face meetings to obtain permission to enter land.
	decline due to roadkill		Q. Share camera trap images to improve the relationship and make the landowners proud of the animals their land supports.
ះទប	Reduce Glant	introducers on board with the project.	R. Distribute an album of local blodiversity.
ogeindo	Arrieater decline due to habitat loss		S. Share results in an accessible way (e.g. What's App) in order to show the role landowners can play in conservation.
d əldı	Reduce Glant	9. Rural people (in project area)	T. Face to face conversations to reduce misconceptions.
snietei	decline due to	 Increase number of rural people that understand, value and protect Giant Anteaters – therefore reducing persecution due to misconceptions. 	U. Deliver booklets and teacher guidelines to rural schools.
ns ui Bu	maconceptions	 Increase number of rural people that understand and value Cerrado blodiversity. 	V. Plan interventions in local rural schools (lessons/teacher
wii , beio			W. Review current and develop new resources to use with Schools.
etota br		40 Brasilian sone	X. Plan event with the community (e.g. festival to celebrate Cerrado biodiversity)
le panje		 Increase number of people that understand, value and protect Giant Anteaters – therefore reducing persecution due to misconceptions. 	Y. Find influential people in different settlements, villages. Meet to get on board with project and protecting Glant Anteaters.
A 'UMDUS		 International zoos Provide capacity building for ICAS staff. 	Z. Structured interviews with rural people to find out their perceptions towards Giant Anteaters.
гэдэд өл		Increase funding for the project Increase funding for the project	AA Distribute education materials (i.e. booklet) and get feedback from educators. Develop additional resources if needed
е пентлепе		 Universities Increase scientific knowledge of the species to better plan conservation initiatives. Increase potential of ICAS through partnership with variety of skilled professionals. Increase number of publications to raise awareness of species in scientific and conservation 	BB. Regular contact with key stakeholders / educators (zoos. conservation projects, NGOs) and share testimonials betwee them of Giant Anteater related education initiatives
x		community.	CC. Continue to maintain good working partnerships.
		 13. Local media Immove knowledge and attitude of local media so that they support the project by soreading 	DD. Publish articles related to Giant Anteaters.
			EE. Contact local media (journalists, radio, TV etc.) in order to improve their knowledge of the Glant Anleater project and help us to spread our message (importance of Glant Anleater and Cerrado biome, not just negative road kill messages)
		 14. Other NGOs Increase efficiency and impact through collaboration. 	FF. Produce content to share with media so they can help to pressure government.
			GG. Arrange meeting with Cesar Rosand-Bolano (Colombia)
			HH. Try a new approach for collaborative working with Tamandua
			II. Try to develop links with IUCN specialist group.
			JJ. Regular updates about the project shared with key estakeholders (e-newsletter).
Caption:		🛇 Completed with the expected results 😑 Not completed/with issues 🔇	S Not realized

Anteaters and Highways

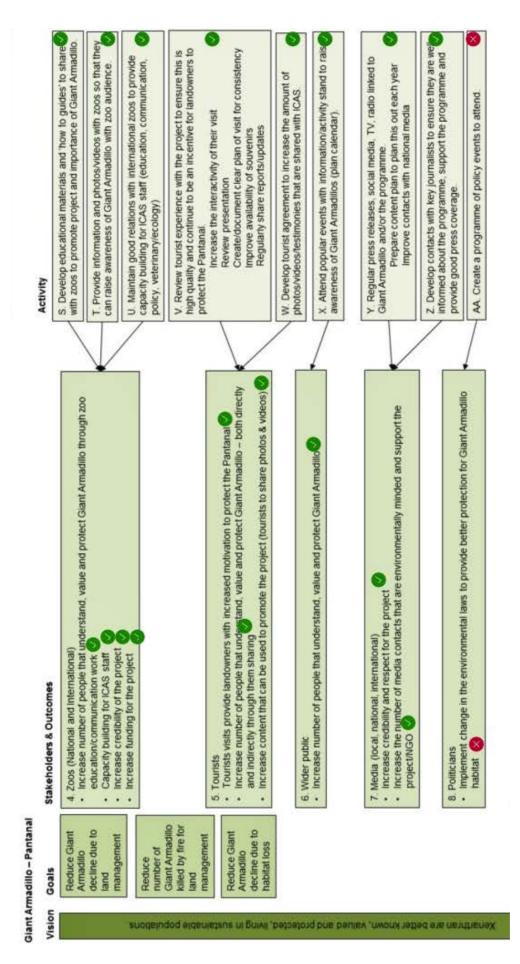


GIANT ARMADILLO **PANTANAL**

	A DESCRIPTION OF A DESC		Activity
			A. Informal interviews to gather more information about activities, perceptions & relationships – landowners & cowboys
Vision	Goals	Stakeholders & Outcomes	
	Reduce Giant Armadilio decline due to	 Landowners Use of fire as a land management tool is well planned and executed to reduce the negative impact on Glant Armadillo 	B. Regular face to face meetings to update landowners about Glant Armadilio using their land and Glant Armadilio Conservation Programme (GACP), positive messages
- 18	land management	Landowners have increased motivations to protect the Pantanal Perceptions of landowners is changed to recognise them as conservationists Collaborative working between landowners and conservationists increases (including reducing	C. Use the media to promote the good work of the land owner involved in the project (best example video).
uoge	Reduce		D. Contact Aimir Sater – potential partnership
indod əi	number of Giant Armadillo killed by fire for		E. Develop an environmental price tag for deforestation and a strong action to reward people if they protect the forest
deniete	land management		F. Review previous studies/results about the impact of fire anto fire anto fire management groups (Preve-Fogo).
ne ui Guivil	Reduce Giant Armadillo decline due to habitatiose		G. Work with Preve-Fogo to get them more involved in the project, get them to raise awareness using their logo (GA) as amascot.
cted.	COOL INDIGHTS I		H. Participate in the international Fire Event (Campo Grande)
alond bri			1. Set up meeting with relevant government agencies to explai
e Dauley "rim		Increase law enforcement related to Giant Armadilo habitat Increase law enforcement related to Giant Armadilio habitat ICAS increase their knowledge of and involvement in Government processes	J. Work with organisations that deliver land management training to review the content and add content about fire management, forest and murundu island protection relevant to Glant Armadilio protection.
thran are better lend			K. Work with relevant government agencies to deliver a workshop for land owners in the study area – to provide training. Information about the project and also an opportunity for the landowners to share best practice and collaborative planning. Hosted by government agencies (not ICAS) as they re best known to the landowners.
Kenax			L. Participate in government training for landowners as an opportunity to pass on key messages about the project.
		3. Researchers (University, NGOs, Institutions)	M. Share data and collaborate with government agencies to on the improve law enforcement
		Increase knowledge of the species to better plan conservation initiatives Increase sharing of up to date knowledge with key audiences including Government Through research identify new potential stakeholders e.g. bank lending schemes	N. Project information shared with all new and existing researchers so that they understand the project.
			O ICAS staff to attend 2019 zoological conference to share Siant Armadillo research.
			P. Conduct assessment to find out who else is doing Glant Armadilio and Armadilio research. Target to bring together relevant researchers for an Armadillo conference focussed on ecology
			 a. Increase the number of published papers to share results more widely in scientific and conservation community and to increase the credibility of the project.
			R. Provide training opportunities for researchers in the field.
Caption:		🛇 Completed with the expected results 🦰 Not completed/with issues 🛛	× Not realized



GIANT ARMADILLO | PANTANAL



🗙 Not realized Not completed/with issues **Caption: O** Completed with the expected results

51



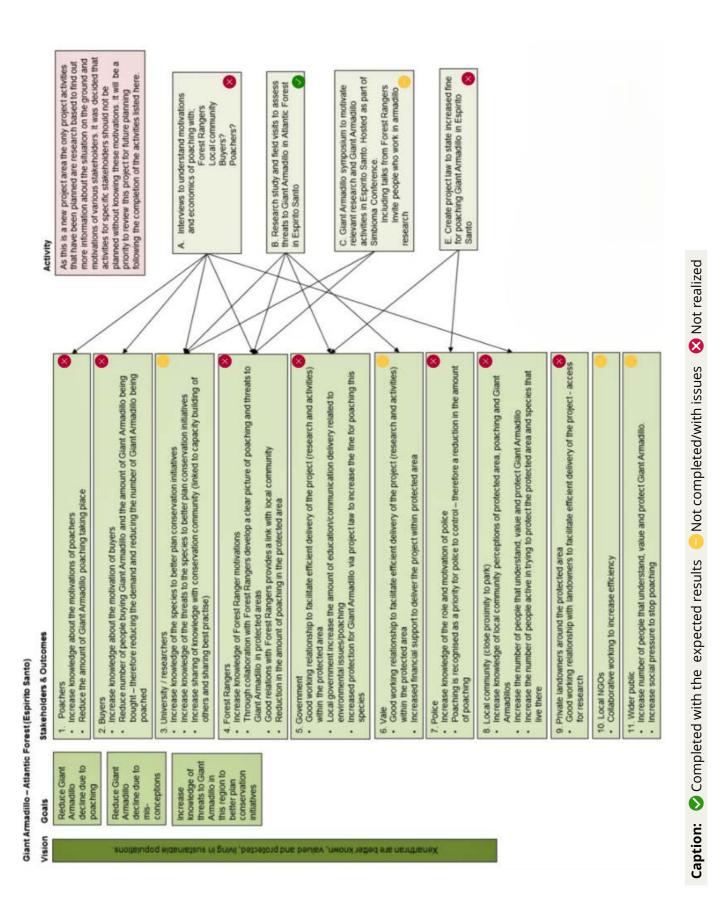
GIANT ARMADILLO | CERRADO

 I and the function of the function of	Vision	: Armadillo – C Goals Maintain a	Giant Armadillo – Cerrado Land Management Vision Goals Stakeholders & Outcomes Maintain a	Activity A Find and list all the ways that landowners can profit from natural habitat, and which rural activities protect Glant Armadilo (create price tag/value) – work with NGOs, University Embrapa etc. Find and share examples of best practice.
(1) D. Discretation for information of positive information of provide information of positive information of positive information of positive information of positive information in the positive informatin the posit positive informatin in the positive informat		population of Giant Armadillo in the Cerrado biome	1007-0002-000	B. Create a 'Giant Armadillo Friendly Site' certificate & proces C. Identify priority areas and provide link for interested iandowners to develop Privately Protected Areas.
 D) (SADM) D) (SADM)				D. Dissemination of above information and positive stories. Attending meetings (FAMASUL.) What's app messenger with landowners Media and social media
 The magazine. The magazine. Chequere individual county reports on GADM. Checker Areas Check			Armadillo Distribu Protect important licence is granted Giant Armadilio pi sustainable viable	E. Training for staff involved with environmental licences to recognise xenathra species on sites they work. F. Work with CRBio to include Giant Armadillo ID information in
of the county understood and used in decision making – resulting in more areas due I. H. Weelings with MASIL. BAMA. (DIBlo to share CoUN and understood and used in decision making – resulting in more areas due Confecting Gaint Armadilo habitat / Cernado biologicensity as resisting related to land management in Cernado J. I. CAS team to be involved in discermination of ZEE and a flagship species for conservation insiste anareness of the species a flagship species for conservation insiste anareness of the species and flagship species for conservation insiste anareness of the species a flagship species for conservation insiste anareness of the species a flagship species for conservation insiste anareness of the species a flagship species for conservation insistences. J. I. CAS team to be involved in disemination of ZEE and a plagship species for conservation insistences. J. I. CAS team to be involved in disemination of ZEE and a plagship species for conservation insistences. L. Team and and on the species for the project about the species for the project about the species for and a values a species for and a value contract of an Armadilo educ ation materias a conceptore. D. Even y and relation and communication and delivery. D. Even y and relation and delivery. D. Even y and relatin relatin and value error of an Armadilo educ ation mat			 3. ICMbio 5. Establish a new protected area which correlates with a priority area for Giant Armadilio – therefore sustaining viable populations with Protected Areas. 	G. Prepare individual county reports on GADM.
 or control of an Armaditio habitiat / Cerrado biodiversity, in Artievity participate in CLSs, ecologic or meetings in countees an arrores the state (ZEE has been prepared using GADM). J. CASS fear to be myoriant to the semiclastic and the species and the semication of ZEE and a significant mough any of their composition meaningment in Cornservation mitatives. J. CASS fear to be myoriant arrangement in Cerrado. J. CASS fear to be myoriant arrangement in Cerrado. J. CASS fear to be myoriant arrangement in Cerrado. J. CASS fear to be myoriant arrangement in Cerrado. J. CASS fear to be myoriant are present in counters where Giant arranging related to land management in Cerrado. J. CASS fear to be myoriant are present in counters where Giant arrangling occurs. Learn activity of the species by sharing a scentific information. L. Chean activity of the species of a sport of the species by sharing a control provide training to leach model to leach molecular counters where Giant Armadilio occurs. D. D. Chery stating activity of the project. D. Chery stating activity of the project of the project of and Armadilio occurs. D. Chery stating activity and on and value the species (including reducing a context proving landowners – shared on Facebook and value certado biodiversity. D. Every stating activity including reducing activity and and beneficient. D. Every stating activity and project resolution of CADM. Shared on radio. D. Every stating activity and on the species of a context and therefore provide between a species of a context and and value certado biodiversity. D. Every stating activity and project activity and project activity and project activity and project activity and and value certado biodiversity. D. Every stating acting activity activity activity acting a context and activity act			 4. Environmental secretary of the county GADM is well distributed, understood and used in decision making – resulting in more areas 	M an
 I. ICAS team to be involved in dissemination of ZEE and application through any of their own project meetings. I. TCAS team to be involved in dissemination of ZEE and application through any of their own project meetings. I. Team actively participate in UFMS (university) to teach Amadilio occurs. I. Team actively participate in UFMS (university) to teach (university) to teach actively participate in UFMS (university) to teach activation and university activations and university staring scientific information. I. Team actively participate in UFMS (university) to teach activation and university activation and university and on and university activation and university activation. I. Team actively participate in UFMS (university) to teach intervention and and used in relevant action and communication. I. Team actively participate in UFMS (university) to teach intervention and actively participate in UFMS (university) to teach intervention and actively participate and there and actively participate actively activations and actively participate and the species through actively activation actively participate actively activations and actively participate actively activations and actively activation actively actively actively activation actively activ			ICMS provides funding for protecting Giant Armadilio habitat / Cerrado biodiversity ZEE applied to all counties across the state (ZEE has been prepared using GADM).	1. Actively participate in ICMS ecologico meetings in counties
 R. Identify all MGGs that are present in Countes where Giant Armadilio occur. Expectes to better plan conservation initiatives. L. Inderstood and used in retriverval activities/discussions L. Inderstood and used in retriverval activities in priority areas defined by GADM know and value the species (including Countic) activity areas defined by GADM know and value the species (including countic) activity areas defined by GADM know and value the species (including countic) activity involving landowners - shared on radio. TV acute Cerrado biodiversity. L. Contenti, presentation and value contraction of delivery. L. Inderstand and value contraction (including reducing wait with a spp. involving landowners - shared on radio. TV merspaper. social media. There are and protect Giant Armadilio (including reducing wait with a spp. involving landowners - shared on radio. TV merspaper. social media. There are and protect Giant Armadilio (including reducing wait with a spp. involving landowners - shared on radio. TV merspaper. social media. There are and protect Giant Armadilio (including reducing wait with a spp. involving landowners - shared on radio. TV merspaper. social media. There are an are are are area of a contraction of delivery. L. Create a calendar of landownerighorement/agency.policy. L. Create a calendar of landownerighorement/agency.policy. L. Create a calendar of landownerighorement/agency.policy. L. Create a calendar of calendar of landownerighorement/agency.policy. L. Create a calendar of landownerighorement/agency.policy. L. Create a calendar of calendar of lando			 NGOs (National & international) Glant Armadilio used as a flagship species for conservation to raise awareness of the species and important role it plays. 	J. ICAS team to be involved in dissemination of ZEE and application through any of their own project meetings.
 Team actively participate in UFMS (university) to teach actively participate in UFMS (university) to teach about the species to strain activities/discussions about the species by sharing scientific information Understood and used in relevant activities/discussions about the species by sharing scientific information M. Provide training to teachers/educators and disseminate control of activity by GADM know and value the species (including calut. Armadilio education materials in priority areas defined by calific astrongenetic control of the project. M. Prepare inviving and other site of the project of activity by GADM know and value the species (including reducing the species for activity participate in the species of a positive story involving landowners - shared on Facebook and value and project Glant Armadilio (including reducing the trad with the species and therefore provide better protection to Glant Armadilio (actual for the project). Frequisar state media press about GADM, shared on Facebook and value certado biodiversity. P. Regular state media press about GADM, shared on Facebook and value protices and therefore provide better protection to Glant Armadilio (including reducing the prossine story involving landowners - shared on Facebook and value certado biodiversity. P. Regular state media press about GADM, shared on radio. There public policies and therefore provide better protection to Glant Armadillos (glant Armadillo as an indicator species. C. Create a calendar of tandowners of clant Armadillo as an indicator species. 			GADM used in decision making related to land management in Cerrado.	K. Identity all NGOs that are present in counties where Giant 🔴 Armadilio occur.
M Provide training to teachers/educators and disseminate contractions and disseminate contractions and disseminate contraction and communication. A Prepare/review/improve Claint Armadillo education materials in priority areas defined by Gaint Armadillo education materials in priority areas defined by CADM know and value the species (including conceptions). A Prepare/review/improve Claint Armadillo education materials in priority areas defined by CADM know and value the species (including conceptions). A Prepare/review/improve Claint Armadillo education materials of a priority areas defined by CADM know and value the species (including reducing to the species (including reducing to the species of a positive story involving landowners – shared on Facebook and value and traduced contraction. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media press about GADM, shared on radio. TV, newspaper, social media. The species of a context of the species of the			 University University Increase knowledge of the species to better plan conservation initiatives. GADM is well distributed, understood and used in relevant activities/discussions Heldo In Taice awareness about the conevies the sharing relevant activitie information 	L Team actively participate in UFMS (university) to teach conservation biology course.
 In Prepare/review/improve Giant Armadillo education materials entitled as priority by GADM know and value the species (including educing entitled as priority by GADM know and value the species (including reducing content). I value Cerrado biodiversity. I value Cerrado biodiversity. I reverse short in the species of a positive story involving landowners – shared on Facebook and value cerrado biodiversity. I reverse short in the species of a positive story involving landowners – shared on Facebook and value Cerrado biodiversity. I reverse short of the species of a positive story involving landowners – shared on Facebook and value Cerrado biodiversity. I reverse provide better protection to Giant I reverse and therefore provide better protection to Giant I reverse story of results I create a calendar of tandowner/gioverment/agency/policy interest group meetings to attend. I create a calendar of tandowner/gioverminent/agency/policy interest group meetings to attend. 			T. Zoos (National & International) T. Zoos (National & International) Increase awareness of species through education and communication.	M. Provide training to teachers/educators and disseminate Giant Armadilio education materials in priority areas defined by GADM.
entified as priority by GADM know and value the species (including conceptions). I value Cerrado biodiversity. I value Cerrado biodiversity. I value and protect Glant Armadillo (including reducing that know, value and protect Glant Armadillo (including reducing that understand and value Cerrado biodiversity). I value Cerrado biodiversity. I value and protect Glant Armadillo (including reducing that know, value and protect Glant Armadillo (including reducing that understand and value Cerrado biodiversity). I value Cerrado biodiversity. I value and protect Glant Armadillo (including reducing that know, value and protect Glant Armadillo (including reducing that know, value and protect Glant Armadillo (including reducing that know, value and therefore provide better protection to Glant Armadillos (plant calendar). I value cubic policies and therefore provide better protection to Glant Armadillos (plant calendar). I value calendar of landowner/government/agency/policy interest of clant Armadilos (plant calendar). I value calendar of landowner/government/agency/policy interest of group meetings to attend. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I value calendar of landowner/government/agency/policy is proceeded to the species. I val	_		Increase runding and technical support for the project 8. Rural schools/community	N. Prepare/review/improve Giant Armadillo education materials – content, presentation and delivery.
ber of people that know, value and protect Glant Armadilo (including reducing ns) ber of people that understand and value Cerrado biodiversity. TV, newspaper, social media. TV, newspaper, social media. Field visit interviews cluces and therefore provide better protection to Glant Positive story of results awareness of Glant Armadilos (plan calendar). U. Create a calendar of landowner/government/agency/policy/ interviews			Rural schools in areas identified as priority by GADM know and value the species (including reducing / eminating misconceptions) Students understand and value Cerrado biodiversity.	 C. Every six months ICAS to put out a press release of a positive story involving landowners – shared on Facebook and via What's app.
cation to influence public policies and therefore provide better protection to Giant Application of GADM Positive story of results awareness of Giant Armadillos (plan calendar). U. Create a calendar of landowner/government/agency/policy interest group meetings to attend. V. Define key message about Giant Armadillo as an indicator species.			 Wider public Increase number of people that know, value and protect Glant Armadillo (including reducing misconceptions). Increase number of people that understand and value Cerrado biodiversity. 	P. Regular state media press about GADM, shared on radio, TV. newspaper, social media. Field visit Interviews
 G. Attend popular events with information/activity stand to raise awareness of Giant Armadilios (plan calendar). U. Create a calendar of landowner/government/agency/policy/ interest group meetings to attend. V. Define key message about Giant Armadilio as an indicator species. 			 Local media Use communication to influence public policies and therefore provide better protection to Giant Armadillo. 	Culturen science Application of GADM Positive story of results
				 Attend popular events with information/activity stand to raise awareness of Giant Armadillos (plan calendar)
V. Define key message about Glant Armadillo as an indicator				rigovernment/agency/policy/
				V. Define key message about Giant Armadillo as an indicator _o spectes.

Caption: S Completed with the expected results $\overline{-}$ Not completed/with issues S Not realized



GIANT ARMADILLO | ATLANTIC FOREST





ARMADILLOS & HONEY

Goals		A intervie scale of th	A interviews to assess mitigation methods and understand the scale of the problem – use GADM to map beekeepers to targe
Armadillo	Stakeholders & Outcomes	B. Set vid	B. Set video camera traps to assess mitigation methods – test
decline due to conflict with	 Beekeepers (professional & semi-professional) Beekeepers have relevant skills and knowledge so that they can protect their hives from Glant 	methods work	work
peekeepers	Amadilio predation – resulting in no more Giant Amadilio poisoning in the project area Production of certified Giant Amadilio Friendly Honey – to provide additional incentive for	C. Compe solutions 1	C. Competition with high school students to develop innovative solutions for mitigation methods.
	 beekeepers to protect Giant Armadilio living/foraging around their hives. Beekeepers are motivated to participate in the Giant Armadilio certification programme. 	D. Write illustrated leaftet and poster	D. Write lilustrated guidelines for mitigation methods – booklet leaflet and poster.
	 Beekeeper Association (local & state) Beekeeper Association have relevant skills and knowledge so that they can provide capacity building to beekeepers on mitigation measures. Beekeeper Association helps to increase number of beekeepers completing Giant Armadilio certification. 	E. Create Gian and Embrapa) Cre Leg Est	E. Create Giant Armadilio friendly certification (work with WWF and Embrapa). Create criteria through participatory workshop Legal framework (WFE) Establish implementation and regulation process
	 3. Eucalyptus Plantations (big companies, national and multi-national) • Eucalyptus Plantation owners help to increase number of beekeepers completing Giant Armadilio certification (i.e. not allowing those that don't complete the certification). • Clant Armadilio and the involvence of Corract home is included in Eucehories Diantation 	F. Promot	F. Promote Glant Armadillo friendly honey – to make. Presentation to BK and BK Ass Media and social media
	education initiatives.	G. Trainin the local c	G. Training from instituto Mamede for trainers recruited from the local community – to enable them to deliver capacity
	 4 Landowners 4 Landowners help to increase number of beekeepers completing Giant Armadillo certification 	building activities	ctivities '
	(i.e. not allowing those that don't complete the certification).	H. Capac EP owner	H. Capacity building of mitigation methods with BKs, BK Ass, EP owners and landowners.
	 6. Intermediaries (supply chain for sales) Beekeepers Association sell directly to honey buyers – to allow beekeepers to make more money from the Giant Armadillo certification and better value the species. 	I. Create	Create specific website to promote initiative including promotion for BKs/BK Ass/shops
	 5. Honey buyers (local, national, international) increase demand for Giant Armadillo certified honey increase awareness of the importance of Giant Armadillo. 	J. Promo	 Promote Giant Armadillo friendly honey – to buy. Media and social media Advertisement in shops selling honey
	10.0	K Devel	K. Develop an illustrated storybook for children.
	 Frovide an upportunity to set orant Antinuum notes - insterious increase demain. Increase the profile of the product through promotion. 	L Create	L Create Glant Armadillo honey celebrations in key towns
		(attitudi evenis)	evenus).
		M. Work with new markets	M. Work with BK Ass to get international certification to access new markets.
		N. Interv mitigation	N Interview with BKs and BK Association to evaluate use of mitigation measures, certification process etc.

Caption: S Completed with the expected results $\overline{-}$ Not completed/with issues S Not realized

Planejamento Institucional ICOS Instituto de Conservação Ide Animais Silvestres 2023-2027















