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# Strategic planning

**ICAS** | 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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### **Document layout:**

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### **Financial support:**





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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!

A handwritten signature in blue ink, appearing to read 'A. Desbiez'.

# 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

# PROCESS - FACILITATION



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.



Centro de Sobrevivência de Espécies

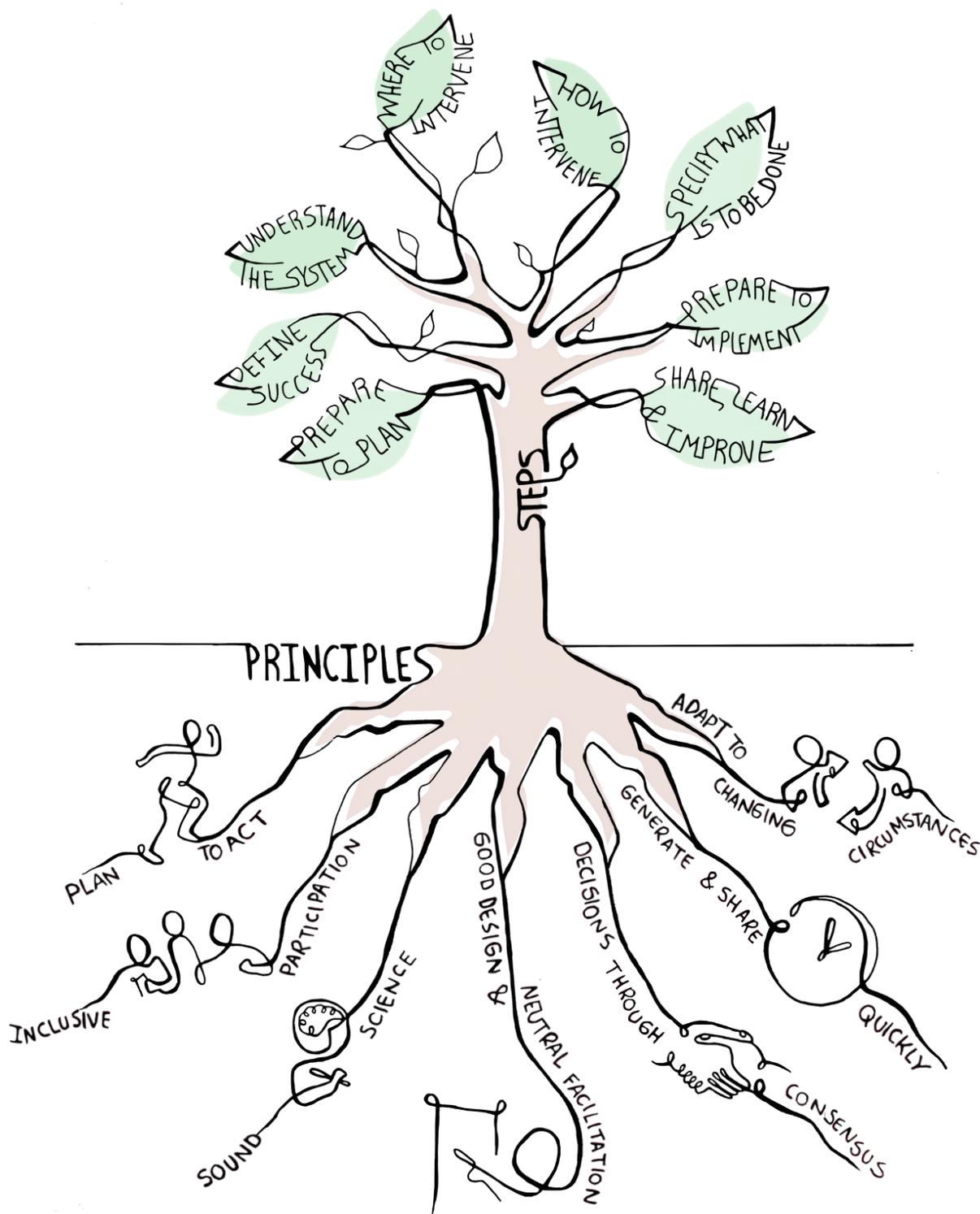
## **Center for Species Survival Brazil**

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 [CPSG Principles and Steps](#) 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

Instituto de Conservação  
de Animais Silvestres

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 .



**ICAS** | Instituto de Conservação de Animais Silvestres

## 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



# VALUES

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 socio-cultural 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



**Arnaud Desbiez**  
*Fundador e Presidente*



**Gabriel Massocato**  
*Biólogo*



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*Médica Veterinária*



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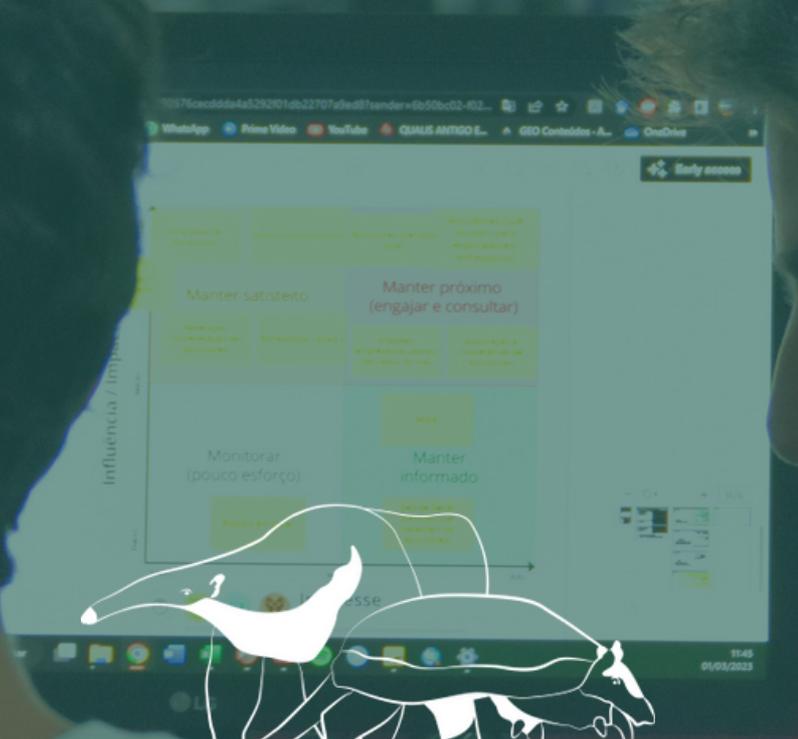
**Bárbara Marthelly Corrêa**  
*Estagiária em Educação*

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- o Pedro Navas Suarez
- o Vinicius Albercini

RESULTS

# THEORY OF CHANGE



## THEORY OF CHANGE

# THREAT ANALYSIS



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## 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

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

## THEORY OF CHANGE

# THREAT ANALYSIS



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## 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



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

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Erica Saito, Mariana Catapani, Yuri Ribeiro



## PUBLIC POLICY & MITIGATION ACTION RESEARCH

# ACRONYMS MENTIONED

<b>AGESUL</b>	Agência Estadual de Gestão de Empreendimentos (State Agency for Enterprise Management)
<b>ANTT</b>	Agência Nacional de Transportes Terrestres (National Land Transportation Agency)
<b>BNA</b>	Bonito Não Atropela (“Bonito doesn’t run over”)
<b>CONTRAN</b>	Conselho Nacional de Trânsito (National Traffic Council)
<b>DENATRAN</b>	Departamento Nacional de Trânsito (National Traffic Department)
<b>DETRAN</b>	Departamento Estadual de Trânsito (State Department of Transit)
<b>DNIT</b>	Departamento Nacional de Infraestrutura de Transportes (National Department of Transport Infrastructure)
<b>EPL</b>	Empresa de Planejamento e Logística S.A. (Planning and Logistics Company S.A.)
<b>IBAMA</b>	Brazilian Institute of Environment and Renewable Natural Resources
<b>IMASUL</b>	Instituto de Meio Ambiente de Mato Grosso do Sul (Institute of Environment of Mato Grosso do Sul)
<b>MS</b>	Mato Grosso do Sul
<b>PMA</b>	Polícia Militar Ambiental (Environmental Military Police)
<b>PRF</b>	Polícia Rodoviária Federal (Federal Highway Police)
<b>REET</b>	Rede Brasileira de Especialistas em Ecologia de Transportes (Brazilian Network of Specialists in Transport Ecology)
<b>UN</b>	United Nations
<b>WVC</b>	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 decision-making.
- 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
<b>1. Public Prosecutor's Office</b>	Keep satisfied Engage and consult	Representatives active and engaged in complying with guidelines and implementing mitigation measures for WVC.
		WVC recognized as negligence and not fatality.
<b>2. Highway administrators: federal - DNIT / state - AGESUL</b>	Keep close Engage and consult	Planning, implementation and maintenance of mitigation measures for reduced WVC on state highways in MS
<b>3. Environmental agencies: federal - IBAMA / state - IMASUL</b>	Engage and consult	Improved environmental licensing process for highways.
		Technicians trained and empowered to mitigate WVC.
<b>4. CONTRAN / DENATRAN</b>	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.
<b>5. ANTT/ EPL</b>	Engage and consult	Mitigation measures included and required in the announcement for contracting new concessions.
<b>6. DETRAN/MS</b>	Keep close Engage and consult	Traffic education instructors trained to provide guidance for drivers on WVC prevention.
<b>7. BNA, REET and other NGOs</b>	Keep informed	Proposals to reduce WVC implemented in MS.
<b>8. Researchers</b>	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.
<b>9. UN / Other international institutions</b>	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
<b>10. Government and ministries (federal, state and municipal)</b>	Keep satisfied	MS Road Observatory created and legitimized as a strategic and relevant initiative for WVC mitigation and road safety in MS.
		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.
<b>11. Concessionaire</b>	Keep satisfied	Companies interested and active in reducing WVC (without criteria previously established in public announcement).
		New companies committed to complying with the conditions and guidelines established in the announcements (ANTT).
<b>12. Media</b>	Keep satisfied	ICAS recognized as technical focal point regarding the WVC agenda.
<b>13. Truck drivers</b>	Monitor/Keep satisfied	Drivers engaged, recognizing their role in reducing WVC.
<b>15. International Financial Supporters/Zoos</b>	Keep informed	International sponsors and zoos engaged in reducing WVC with greater financial investments, technical support, exchanges and team training.
		WVC agenda disseminated within the scope of its activities.
<b>16. PRF and PMA</b>	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.
<b>17. Civil society</b>	Monitor	Society that is directly and indirectly conscious and active regarding the importance of reducing WVC.
		Society with more positive attitudes towards truck drivers.
<b>18. Adjacent communities</b>	Monitor	Communities included in the process of planning and implementing measures to reduce WVC.
<b>19. Other road users</b>	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 [LINK](#) (Portuguese only).



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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)



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# THEORY OF CHANGE

## **Giant armadillo | PANTANAL**

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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.





# STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
<b>1. Researchers</b>	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.
<b>2. Carbon credit certification companies</b>	Engage and consult	Carbon credit certification companies identified and connected to farmers.
<b>3. Farmers</b>	Keep satisfied	Farmers engaged with the fire brigade program and participatory fire management.
	Keep satisfied	Farmers motivated to protect the Pantanal.
<b>4. Pantanal Observatory</b>	Keep satisfied	Change in environmental legislation that preserves habitats and reduces impacts on the giant armadillo.
	Keep informed	Public policies that value the habitat of the giant armadillo.
<b>5. Pantanal schools</b>	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.
<b>6. Zoos</b>	Engage and consult	Long-term financing.
<b>7. Media (local, national and international)</b>	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).



Instituto de Conservação  
de Animais Silvestres

# THEORY OF CHANGE

## **Giant armadillo | CERRADO**

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Isadora Aguirra, Gabriel Massocato, Mateus Dias



# GIANT ARMADILLO | CERRADO

## THREATS TO THE SPECIES

- Lack of research
- Opportunistic/indirect\* hunting for food
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- 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
<b>1. Environment Secretariat of Três Lagoas</b>	Engage and consult	Continuous access to and maintenance of the infrastructure in Pombo Municipal Park.
		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.
<b>2. Researchers</b>	Engage and consult	Information for decision-making and influence on public policy for the conservation of the Cerrado.
		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.
<b>3. Farmers</b>	Engage and consult	Access to properties in IMAs.
		Farmers motivated to preserve the giant armadillo habitat.
		Farmers aware of the existence of Pombo Municipal Park and the giant armadillos in the vicinity of their properties.
<b>4. Carbon credit certification companies</b>	Engage and consult	Carbon credit certification companies identified and connected to farmers.
<b>5. Eucalyptus companies</b>	Engage and consult	Access to properties in IMAs.
		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
<b>6. Environment Secretariat of Água Clara</b>	Engage and consult	The surroundings of the PNMP (IMAs) are recognized as an important area for the conservation of Cerrado biodiversity.
<b>7. Schools in the surrounding area</b>	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
<b>8. Local community in the surrounding IMA of the PNMP</b>	Keep satisfied	Local community aware of the existence of the PNMP with a focus on the conservation of the giant armadillo.
		Local community is proud to be part of the IMAs
		PNMP IMA participatory management plan implemented
<b>9. Local Cerrado community</b>	Keep satisfied	Local community aware of the biodiversity of the Cerrado with a focus on conserving the giant armadillo.
		Local community recognizes the importance of IMAs
<b>10. NGOs</b>	Keep satisfied	NGOs engaged and collaborating with IMAs' integrated management plans
<b>12. Zoos</b>	Keep informed	Zoos collaborating in the capacity-building and training of ICAS members to act in threat mitigation
		Long-term financing
<b>13. Media (local, national and international)</b>	Keep informed	Increased media involvement and engagement (local and national)
		Increased media involvement and engagement (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).**



**ICAS**

Instituto de Conservação  
de Animais Silvestres

# THEORY OF CHANGE

## **Giant armadillo | ATLANTIC FOREST**

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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.





# STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
<b>1. Conservation Unit (PERD)</b>	Partnership and strategies for conserving the species	Efficient and transparent communication established with the Conservation Unit.
		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.
<b>2. PERD employees</b>	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
<b>3. Researchers</b>	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
<b>4. City governments</b>	Partnership and strategies for conserving the species	City hall engaged and facilitating relationships established with the environment and education sectors
<b>5. Public Prosecutor's Office</b>	Learn about the species, help with conservation and fundraising	Project activities financed by the Public Prosecutor's Office
<b>6. Surrounding community</b>	Learn about the species and help with conservation	Community engaged with research and the importance of conserving giant armadillos in the region.
<b>7. Companies (Forestry and Steel)</b>	Areas within the PERD buffer zone	Free access to private areas for project research
		Companies implement conservation recommendations
<b>8. Beekeepers</b>	Prevent and mitigate possible conflicts between beekeepers and giant armadillos	Conflicts identified and mitigated between beekeepers and giant armadillos
<b>9. Tourists</b>	Learn about the species and help with conservation	Tourists with greater knowledge about the species.



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
<b>10. Press</b>	Dissemination of relevant information about the species	Communication vehicles contributing to improving the visibility and recognition of the project in the region.
<b>11. Universities</b>	Partnerships for research	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).



# THEORY OF CHANGE

## **Armadillos and Honey**

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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.



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## ARMADILLOS AND HONEY

# STAKEHOLDERS AND STRATEGIES

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



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

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



## 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.





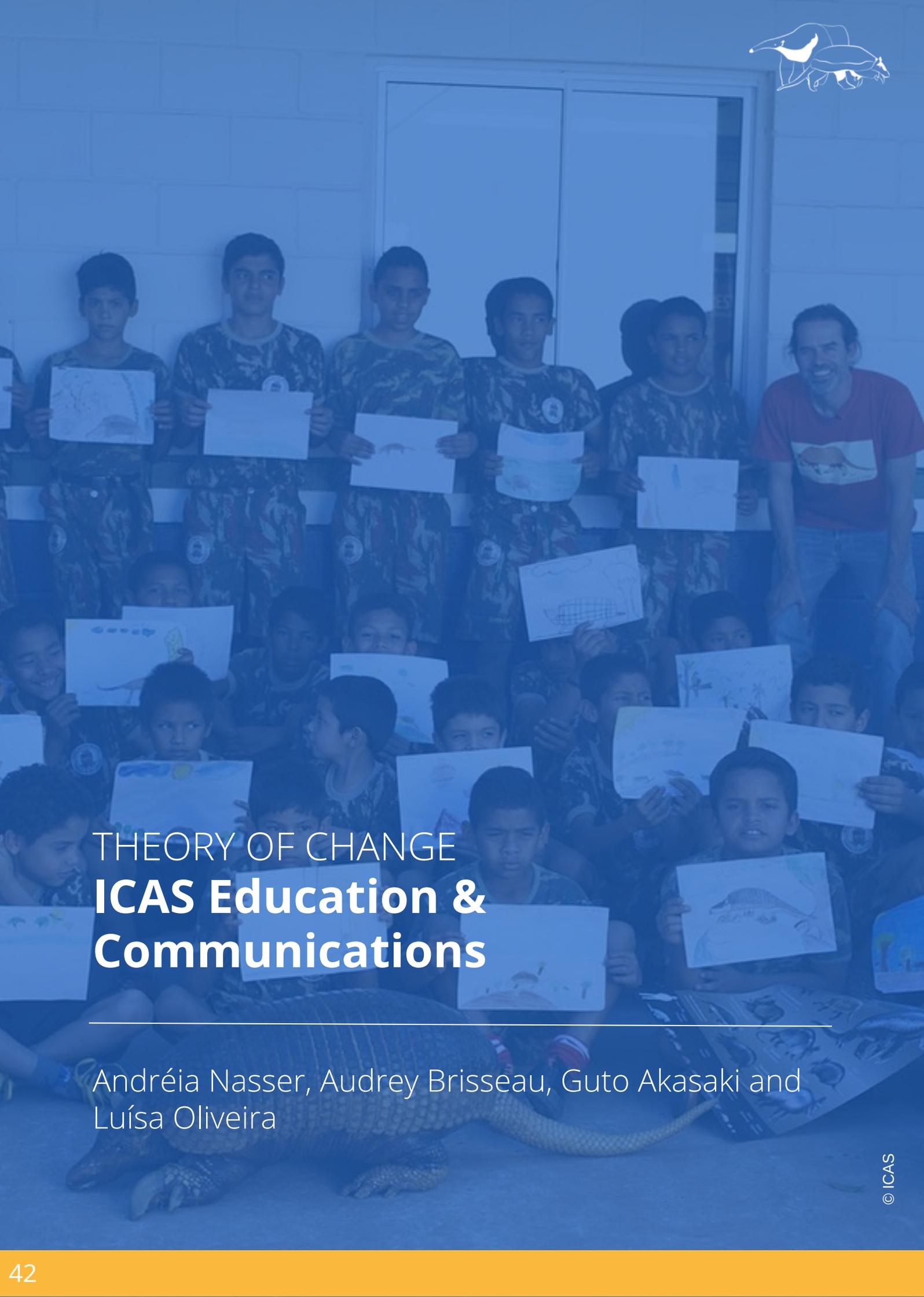
# STAKEHOLDERS AND STRATEGIES

CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
<b>1. Rural landowners and communities</b>	Engage and consult	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
		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.
<b>2. Universities and scientific institutions, zoos and foundations (Teachers/Researchers and postgraduate students)</b>	Engage and consult	Priority lines of research in health and toxicology identified and partnerships with research groups established
		University community more engaged and informed about wildlife health concepts
		Greater number of postgraduate students conducting research on the health and toxicology of armadillos and anteaters
<b>3. ICAS Communications and Education Team</b>	Engage and consult	Agenda of biodiversity and health included in education and communications programming
		ICAS's health-related work and results published in the media
<b>4. Environmental agencies (IBAMA, ANVISA, MAPA) and other institutions and forums related to toxicology</b>	Keep informed	Established and active collaboration network/researchers on the topic of toxicology
		ICAS with representation in different forums on the topic of toxicology in wild animals
<b>5. Regional and state health agencies (MAPA, ANVISA, CCZ, FIOCRUZ, UBS and SES)</b>	Keep informed	ICAS with representation in different forums on health issues in Mato Grosso do Sul



CONCERNED PARTIES	STRATEGIES	EXPECTED RESULTS
<b>6. ICAS Financial Supporters</b>	Keep satisfied	Sponsors recognizing the importance of wildlife health and investing/funding related research
<b>7. Private and public laboratories</b>	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
<b>8. Research projects that work with wildlife health in MS</b>	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 Bricseau, Guto Akasaki and  
Luísa Oliveira



## ICAS EDUCATION & COMMUNICATIONS

# ACRONYMS MENTIONED

<b>AGESUL</b>	Agência Estadual de Gestão de Empreendimentos (State Agency for Enterprise Management)
<b>DETRAN</b>	Departamento Estadual de Trânsito (State Department of Transit)
<b>DNIT</b>	Departamento Nacional de Infraestrutura de Transportes (National Department of Transport Infrastructure)
<b>GAP</b>	Giant Armadillo Project
<b>ICMBio</b>	Chico Mendes Institute for Biodiversity Conservation
<b>IEF/Cetas</b>	Instituto Estadual de Florestas/Centros de Triagem de Animais Silvestres (State Forestry Institute/Wildlife Screening Centers)
<b>IPÊ</b>	Instituto de Pesquisas Ecológicas (Institute for Ecological Research)
<b>IMASUL</b>	Instituto de Meio Ambiente de Mato Grosso do Sul (Institute of Environment of Mato Grosso do Sul)
<b>UEMS</b>	Mato Grosso do Sul State University
<b>UFMG</b>	Federal University of Minas Gerais
<b>UFMS</b>	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 non-violent, 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
<b>1. ICAS</b>	Engage and consult	Coexistence strengthened and incorporated into the culture as ICAS's standard in all communication and education actions.
<b>2. TEAM: Anteaters &amp; Highways (Public policy); VETICAS; Anteaters &amp; Highways (Country); Armadillos and Honey; GAP Atlantic Forest; GAP Cerrado; GAP Pantanal</b>	Engage and consult	Communications and education team integrated into ICAS's project activities.
		Guidelines created for generating content for education and the different ICAS communication channels (social media, website and television media).
<b>3. General Public</b>	Engage and consult	ICAS's scientific knowledge being better disseminated to the general public through communication and education actions.
<b>4. Higher Education Institutions (UFMS, UEMS and UFMG)</b>	Engage and consult	ICAS recognized as a key partner of Higher Education Institutions, such as UFMS, UEMS and UFMG.
		ICAS as a partner of HEIs for education and communication actions
<b>5. International partners and financial supporters.</b>	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.
<b>6. Journalists</b>	Engage and consult	Journalists promoting our work.
		List of contacts established for different media.
<b>7. Government Bodies (DETRAN/MS, ICMBio, Agesul, Imasul, DNIT, IEF/Cetas)</b>	Keep satisfied	Government bodies disseminating ICAS education and communication materials.
<b>8. NGOs (WWF, IPÊ, Nobilis)</b>	Monitor	NGOs respecting and recognizing the education and communication work of ICAS.



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

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



# ICAS

Instituto de Conservação  
de Animais Silvestres

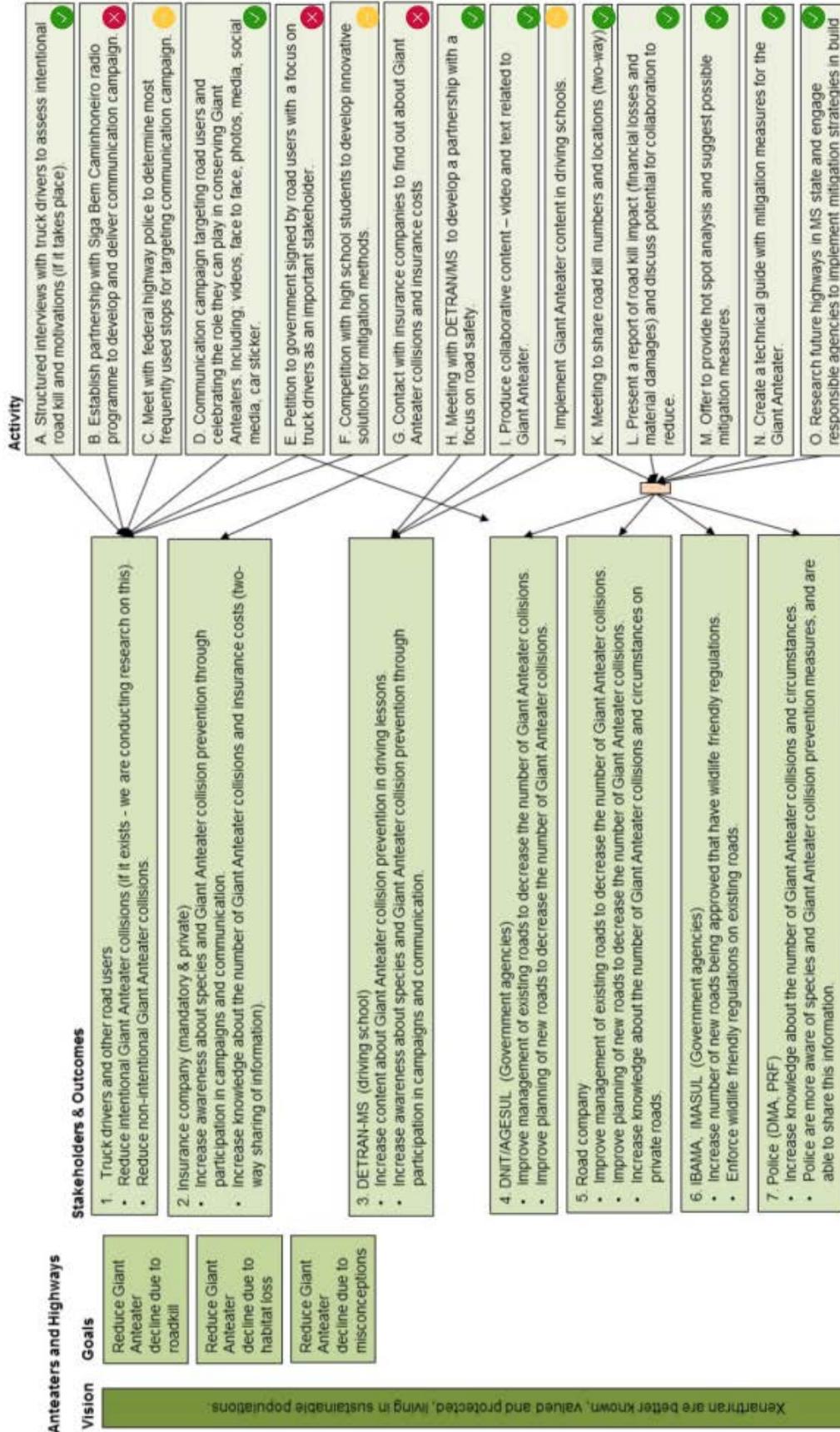
## THEORY OF CHANGE Review 2018-2022

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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.

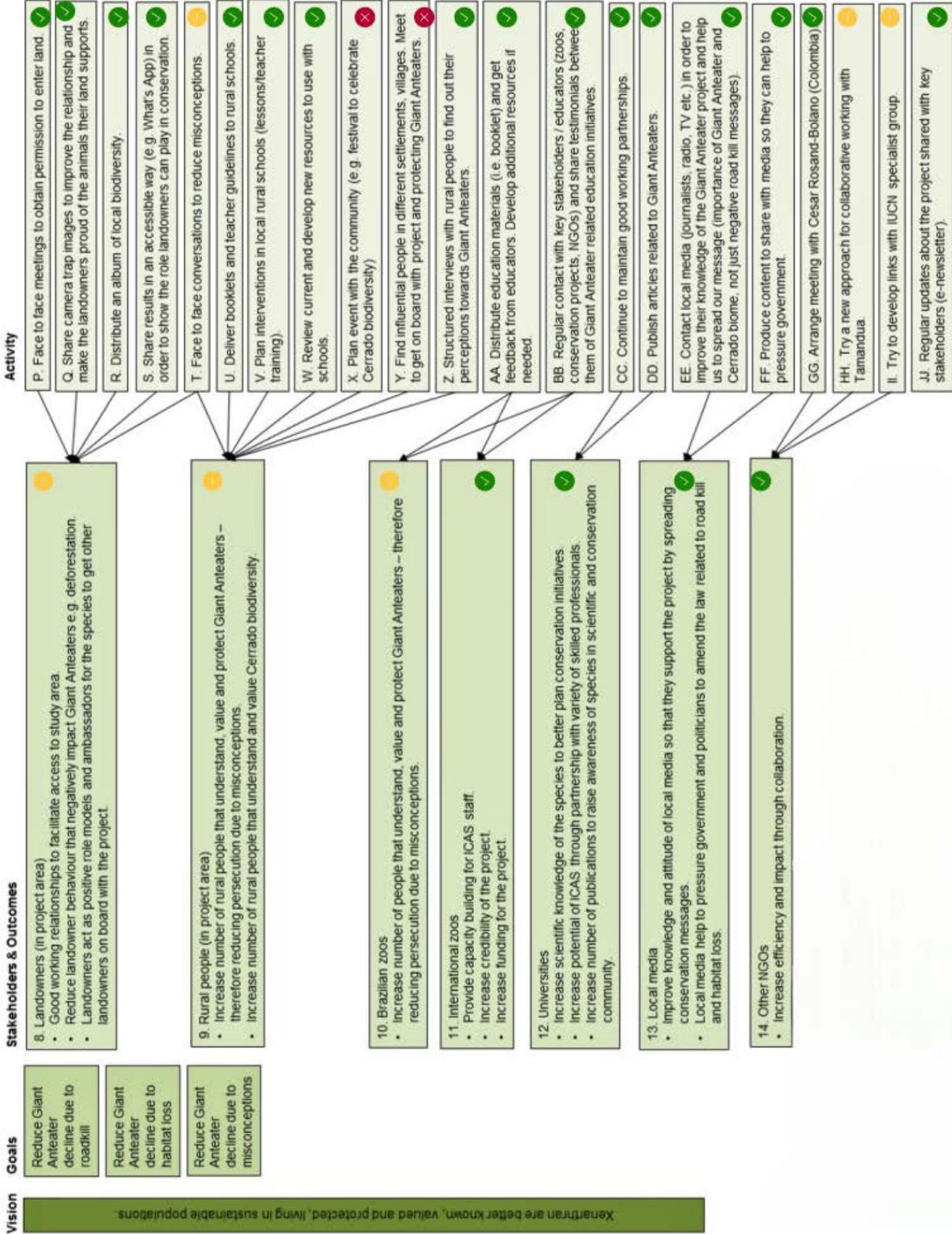


**Caption:** ✓ Completed with the expected results ⚪ Not completed/with issues ✗ Not realized

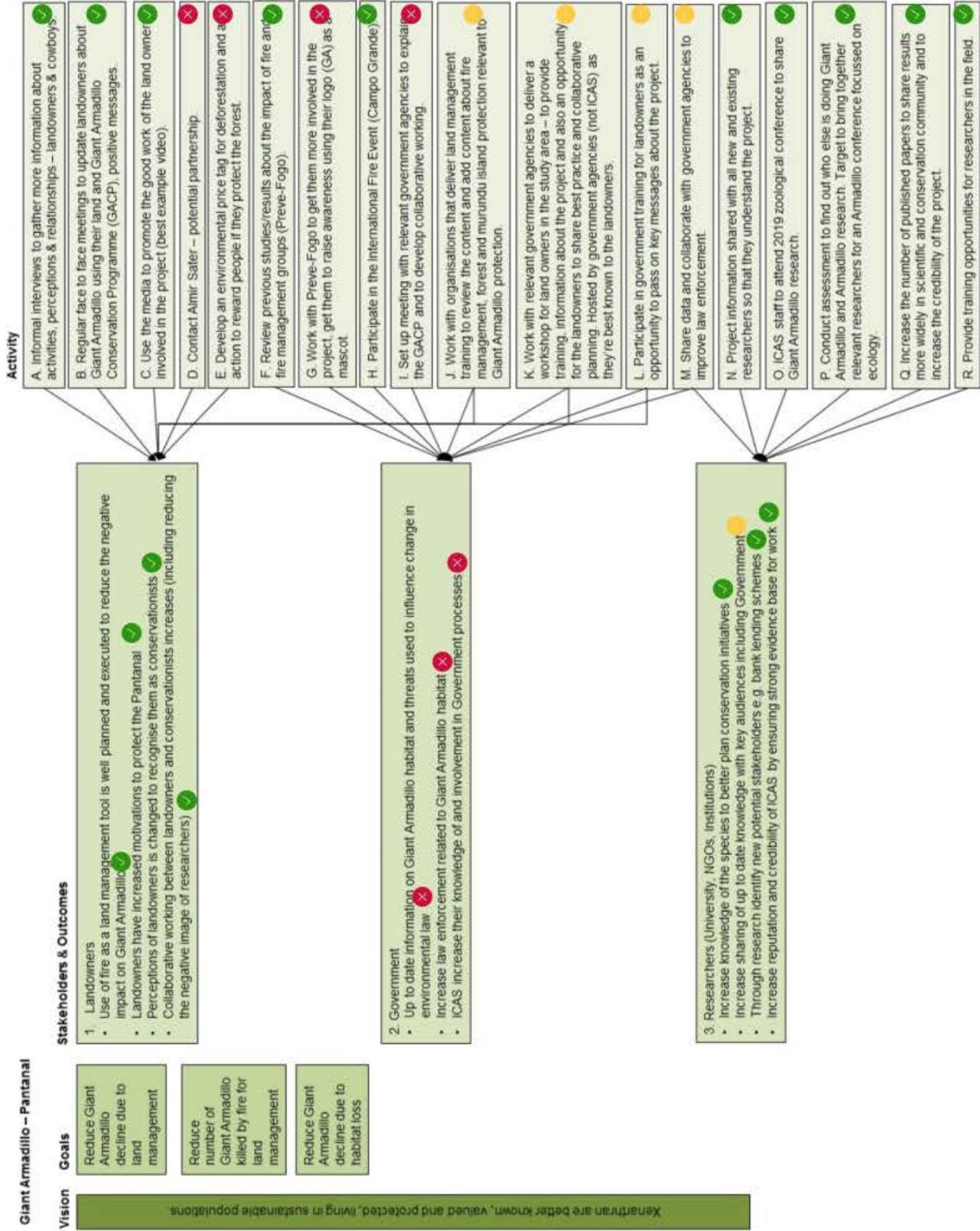


# ANTEATERS AND HIGHWAYS

Current: Public policy and mitigation action research



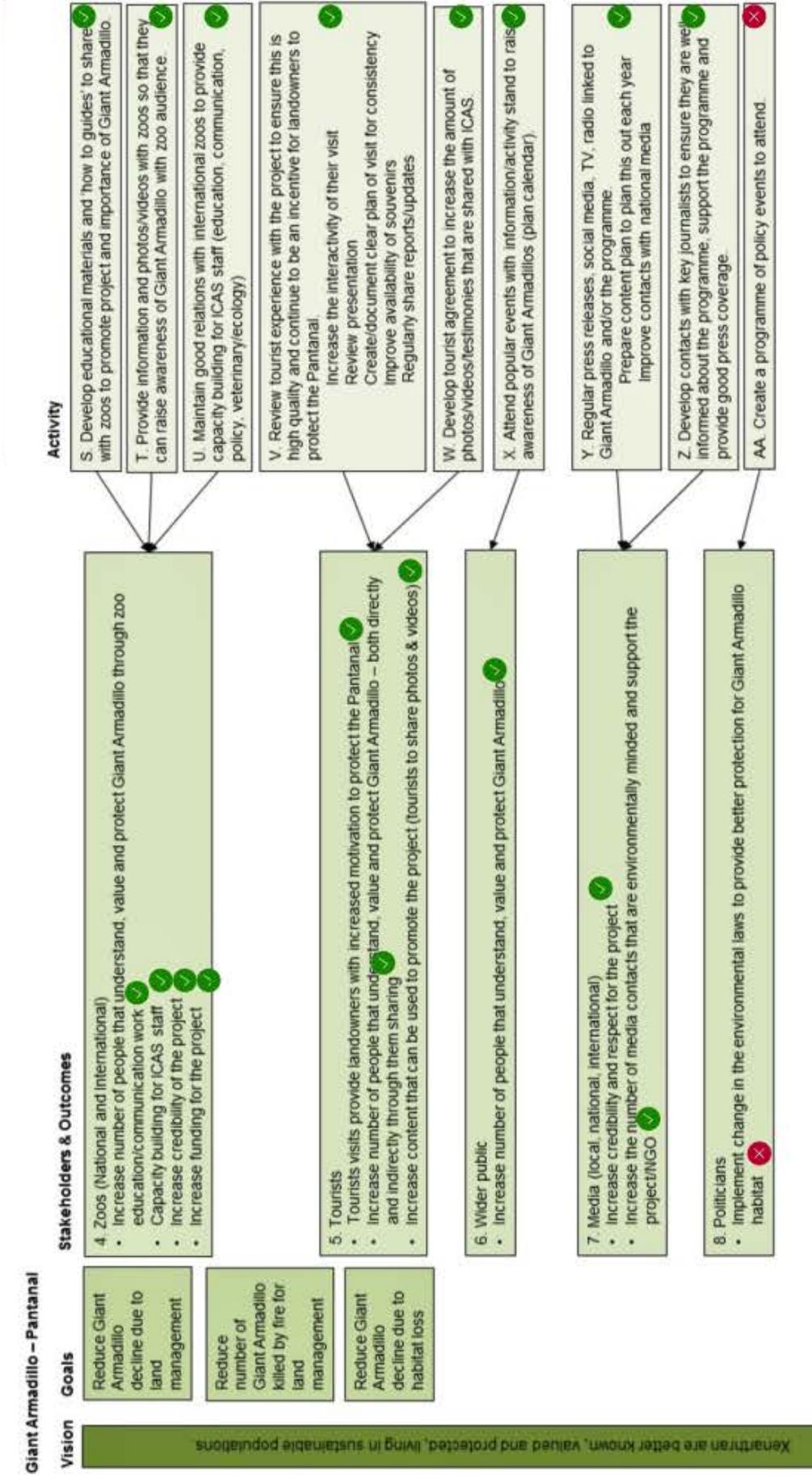
**Caption:** ✓ Completed with the expected results ⚠️ Not completed/with issues ✗ Not realized



**Caption:** ✔ Completed with the expected results ⊖ Not completed/with issues ✘ Not realized



# GIANT ARMADILLO | PANTANAL



**Caption:** ✓ Completed with the expected results    ⚪ Not completed/with issues    ✗ Not realized

## Giant Armadillo – Cerrado Land Management

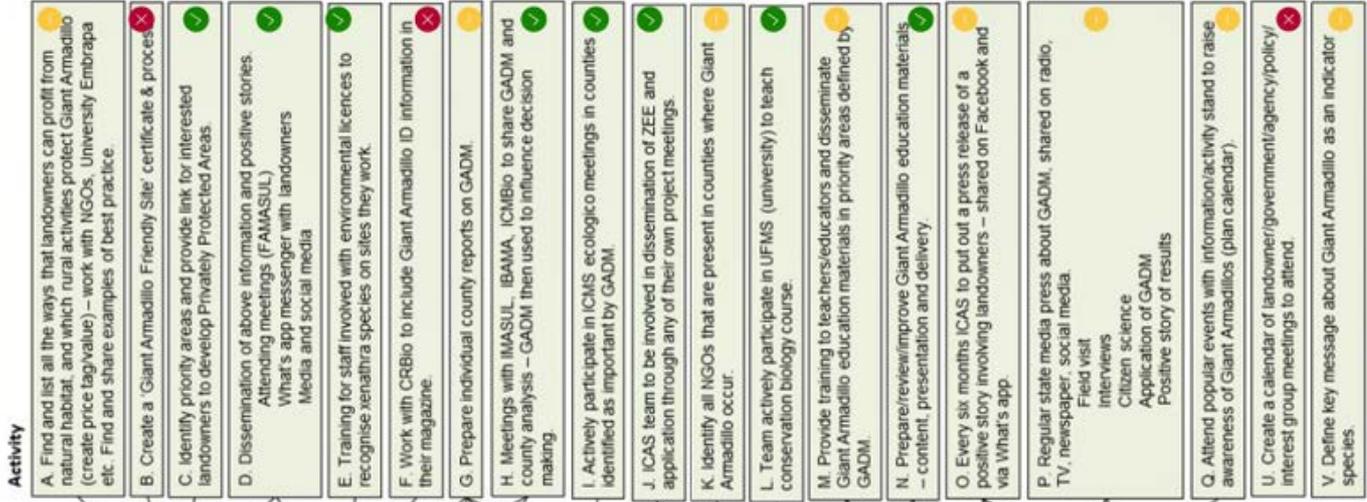
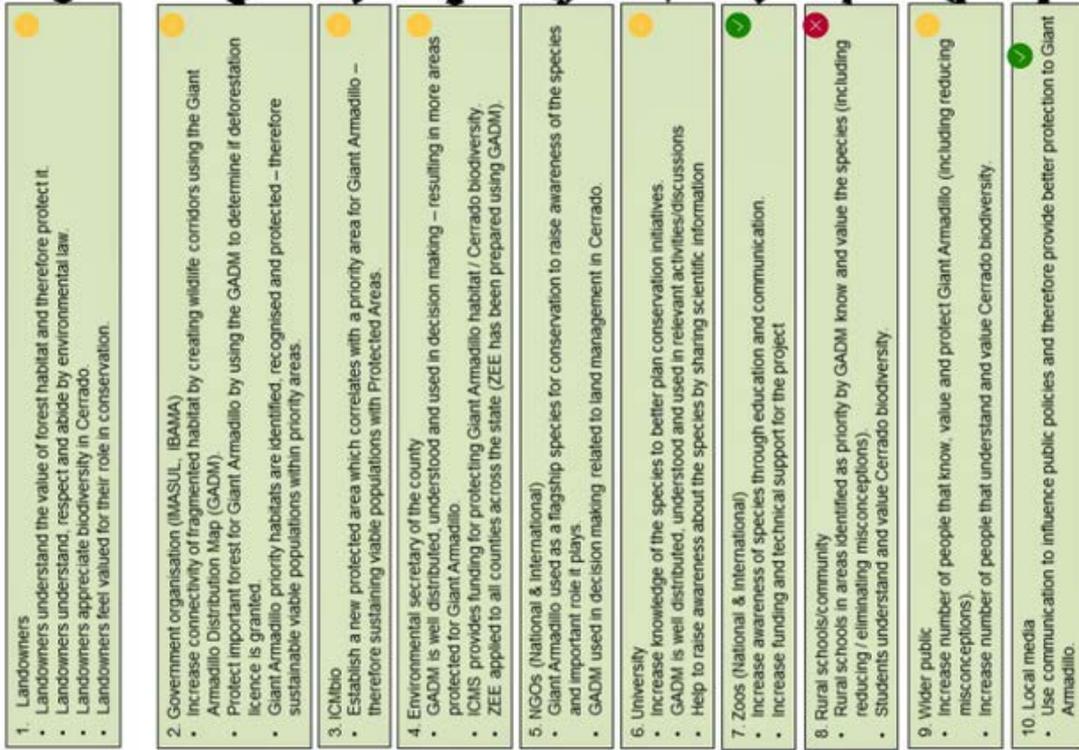
### Stakeholders & Outcomes

### Goals

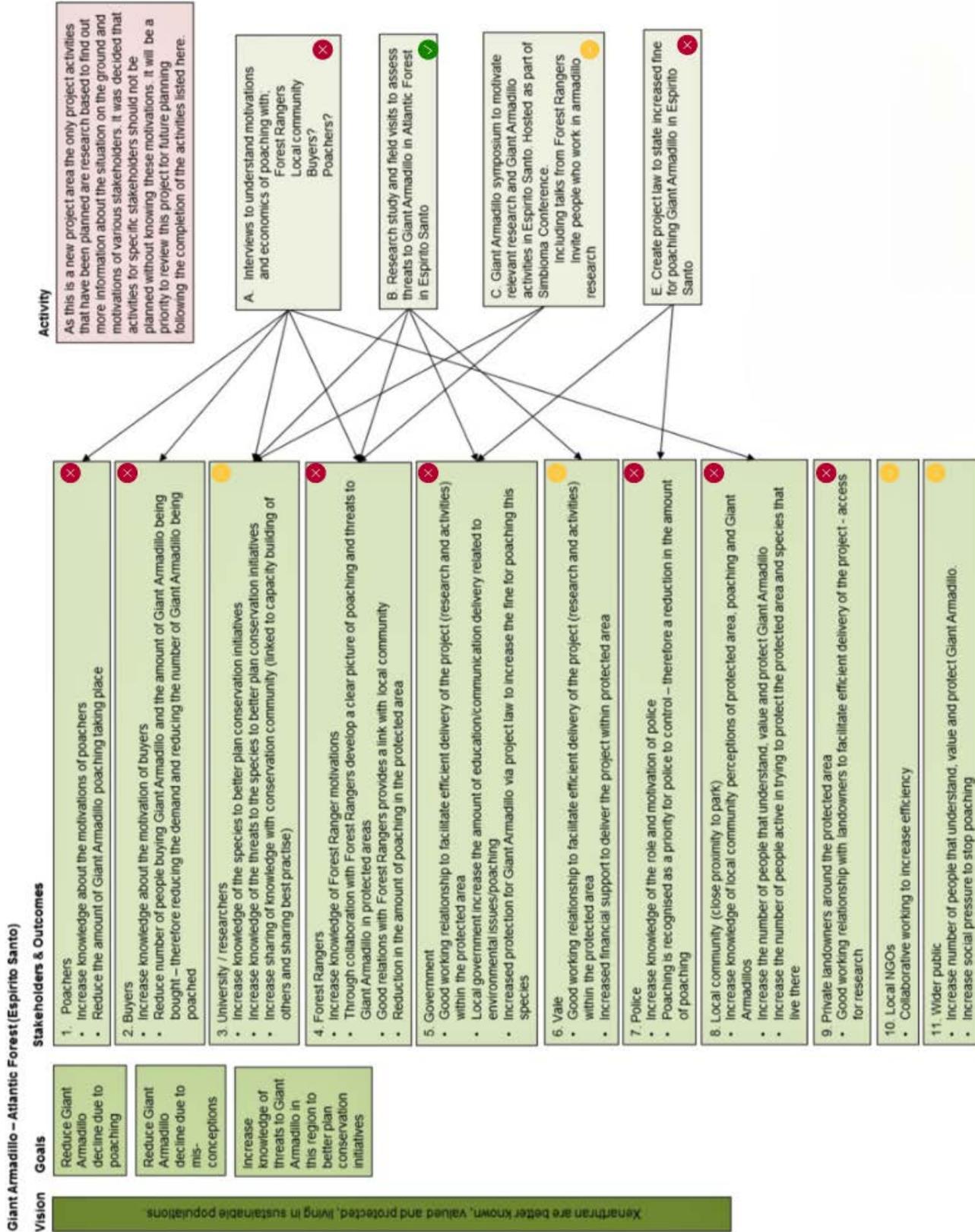
### Vision

Maintain a viable population of Giant Armadillo in the Cerrado biome

Xenitran are better known, valued and protected, living in sustainable populations.

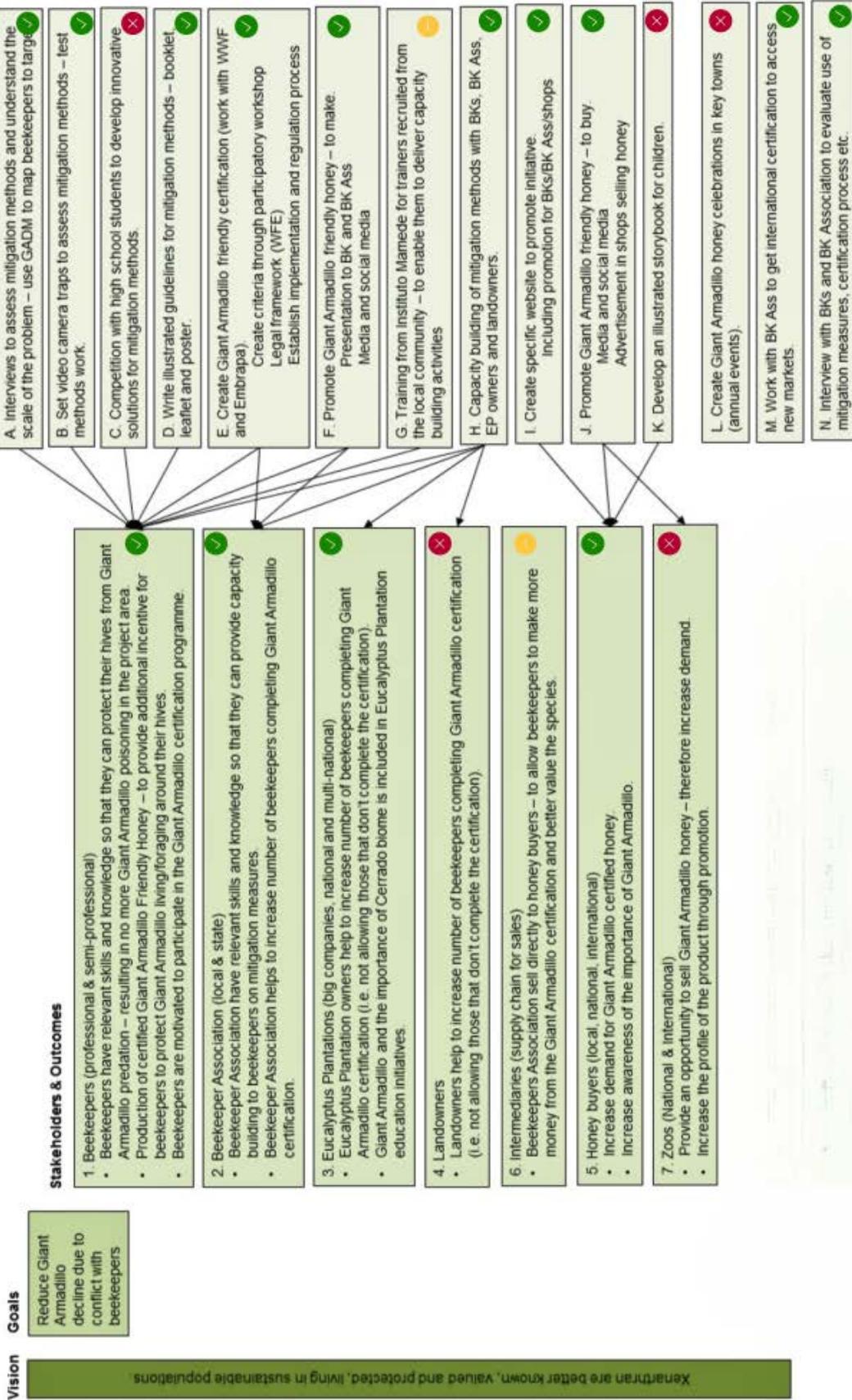


**Caption:** ✓ Completed with the expected results ○ Not completed/with issues ✗ Not realized



**Caption:** ✔ Completed with the expected results ● Not completed/with issues ✗ Not realized

## Giant Armadillo – Cerrado Beekeepers



**Caption:** ✓ Completed with the expected results    ⚪ Not completed/with issues    ✗ Not realized

# Planejamento Institucional

**ICAS** | Instituto de Conservação  
de Animais Silvestres

2023-2027



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ORGANIZAÇÃO



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