

## **Action Plans for the Conservation of Globally Threatened Birds in Africa**

**Stakeholder Workshop to agree on the Format and Process for translating an  
International Species Action Plan to a National Species Action Plan**

**06-10 February 2003, Banana Village, Entebbe, Uganda.**

### **Workshop Report**



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## INTRODUCTION

*Action Plans for the Conservation of Globally threatened birds in Africa* (SAP Project) is a 3-year project that aims to build capacity for species action planning and conservation in Africa. The project started in April 2001 and is coordinated on behalf of the BirdLife International African Species Working Group by Nature Uganda, BirdLife South Africa and the RSPB (BirdLife Partners in Uganda, South Africa and UK respectively). It is implemented by the BirdLife partner organisations in 17 African countries. Funding was received from the UK Department for the Environment, Food and Rural Affairs (DEFRA) under the Darwin Initiative for the Survival of Species. The RSPB has provided co-funding for the project. The project will produce 8 international and 15 national action plans for priority species in Africa. Annex 1 provides details of progress made so far.

The BirdLife International African Species Working group (ASWG) developed a species action plan format (Annex 2) and stakeholder workshop process (Annex 3). These are in the process of being tested and refined with the first 4 international workshops. Annex 4 illustrates the main components of the SAP process.

In order to translate the International Species Action Plan workshop process format into National Species Action Plans, the BirdLife ASWG is working closely with the RSPB and National Species Action Plan Co-ordinators (NSAPCs) to determine the best method for translating international action plans into national action plans. In order to achieve this a workshop involving the NSAPCs from Kenya, Uganda, Tanzania and South Africa was held at Banana Village, Entebbe from 6-10 February 2003. The workshop program is shown in Annex 5. The ASWG Chair, ASWG Coordinator and a species action plan expert from the RSPB also attended the workshop. Annex 6 provides the contact details of the workshop participants and their expectations for the workshop are shown in Annex 7. A similar workshop for NSAPCs from North and West Africa is scheduled for Nigeria in May 2003.

## WORKSHOP OBJECTIVES

- Agree on the format and process of national action plans.
- Enhance the facilitation techniques of National Species Action Plan Coordinators from East Africa.
- Together with Ugandan stakeholders, test the format and process with the translation of the International Grauer's Rush Warbler Action Plan into a Ugandan Grauer's Rush Warbler Action Plan.
- Agree on the way forward regarding planning and coordination of national workshops

The workshop was facilitated by Steven Evans (BirdLife South Africa/ASWG Chair), Achilles Byaruhanga (Nature Uganda), Eric Sande (Nature Uganda/ASWG Coordinator) and Peter Newbery (RSPB). Questions on what needs to be done before, during and after the workshop were formulated. Together with the NSAPCs answers were proposed and discussed.

## WHAT NEEDS TO BE DONE BEFORE THE WORKSHOP

### 1. BACKGROUND MATERIAL

The participants agreed that what is required is editing the background document in the international action plan so that it contains more country-specific information.

The following could be noted when undertaking the editing

- Any information bias may need to be removed. It was noted that there is a tendency for the background document to contain more information about the species from the International SAP Coordinator's country. ISAPC's are responsible for compiling the background documents for each species.
- Ensure that language used in the background document is understandable by most (all) stakeholders at national level.
- Include more country specific information.
- Retain an international perspective. This highlights the existence of the international action plan. It assists the stakeholders with assessing their national contribution to conserving the species.

### **Distribution and population status**

- Global population: Table only, no text.
- Species national (country) population: Present detailed information in table and text. Include a map if possible.
- Include a country specific habitat description (if available and applicable)
- Movements in country.
- Protection status:
  - Legal protection (Use national legislation and signatories to International Conventions table in the ISAP). This addresses national legislation and international legislation. Move the country being focused on to the top row in the table.
  - Important Bird Areas (IBA) and Protected Areas (PA): Use Table (from ISAP) for Local distribution, numbers and protected area status of species sites. Included only the information relevant to the country in question.
  - Include size of each IBA and PA.

### **Relationship with other SAPs and biodiversity strategies**

- Include only the country specific information.
- Mention the other SAPs for the species that have been produced in other countries.

### **Biology and ecology**

- As in the ISAP background information.

## **2. THREATS AND POTENTIAL THREATS**

- Compile list from international action plan. The root causes of threats from the problem tree.
- Highlight any that are specific or unique to the country in question.

## **3. STAKEHOLDERS' ANALYSIS**

- The stakeholder analysis (SHA) should be redone at national level. Use the outline as used in the ISAP. Do not simply adopt what is contained in the international plan.
- Edit any sections that may cause offence to certain stakeholders.

### **Why do a stakeholders analysis?**

- To identify the appropriate stakeholders and stakeholder groups.
- To assess the knowledge that stakeholders have of each other.
- To take advantage of stakeholders that can assist with preparation.
- To identify the appropriate stakeholders and stakeholder groups to invite to the workshop.
- To identify critical stakeholders without whom the workshop cannot proceed.
- To be reviewed during the workshop by the facilitators in order to ensure that all appropriate stakeholders and stakeholder groups are represented at the workshop.
- Approximately 25-30 participants are appropriate per workshop facilitator.

**When do you do stakeholders analysis?**

- Should be done before the workshop since it is on the basis of this analysis that workshop participants are selected.
- Where appropriate, maintain a personal contact with the stakeholders.

**How is a stakeholders analysis done?**

- Refer to the country specific stakeholder analyses contained in the ISAP. Compile a list of stakeholders providing information on their interests, impacts on the species, a rating of each impact and what they could contribute to implementation of a species action plan. The analyses should be distributed amongst colleagues (especially those that know the species or certain of the sites) for comments. All national stakeholders should be included.
- Consult with local people at the species sites. This will help identify key people and /or representatives of interest groups that may have been missed.
- After completing the SHA you may end up with a long list of proposed participants. There may be a need to prioritise the stakeholders in order to compile an invitation list. This could be done by:
  - Ensuring wide stakeholder representation.
  - There may be a bias towards agencies with a conservation mandate for the species and its sites
  - There may be a bias towards agencies that can help in the implementation.
  - You could obtain assistance from species experts to select key people without whom the workshop cannot take place.
- In instances where the workshop is going to include high level politicians and local community participants it may be necessary to hold two separate workshops.
- It is important that you provide the relevant background information in the invitation letter in order to ensure that the appropriate person (technical/administrative) attends the workshop.
- The steps involved in the SHA will vary from country to country. Do what works best in your country by keeping in mind what you want out of the SHA.

**4. FACTORS INFLUENCING SUCCESS OF ACTION PLAN IMPLEMENTATION**

- From the international background document; remove factors not applicable to the country in question and add in factors applicable to the country.
- Risks and opportunities (use table in international document)

National AP background document is the starting point to making the link between the international and national SAP.

- The person preparing the national AP background document must read the international SAP.
- Suggested schedule for sending the national background material to stakeholders ahead of the workshop:
  - Snail-mail: >4 weeks
  - Email: 2 weeks and a reminder 1 week
  - Participants agreed that it is not necessary to send the International SAP to everybody invited to the workshop
- Suggested schedule for sending the workshop invitation to stakeholders:
  - State in the invitation letter that the International SAP is available on request.
  - Clearly state that the person is being invited to attend a workshop to develop a national action plan.
  - There may be a need to have make direct contact, and agree the workshop dates, with selected key people that you can not hold the workshop without.
  - Start preparations early. At least 3-4 months in advance of the workshop dates.
  - Send the letter of invitation as soon as the workshop dates have been agreed (3 months ahead of the workshop).
  - Send a reminder 6 weeks ahead of workshop.

## WHAT NEEDS TO BE DONE DURING THE WORKSHOP

### 1. INTRODUCTION

Workshop participants should introduce themselves in order to:

- get to know each other and feel at home
- ensure familiarity
- ensure everybody participates

Mention of a participants' position during the introductions may be perceived as intimidating to others. In other circumstances it may however be an important form of recognition for some participants.

#### **Knowing the Participants' expectations of workshop:**

- Gives the facilitator an idea of whether the participants have prepared for the workshop.
- All the participants feel that their interests are catered for.
- Used to refine the workshop objectives.
- Provides the facilitator with an opportunity to identify expectations that may fall outside the planned scope of the workshop. These could either be incorporated into the workshop programme. Opportunities (breaks and in the evenings) can be used to discuss the expectations with the proponent and hopefully go some way in addressing them.
- At the end of the workshop, the participants' expectations are reviewed. This assists the facilitator in assessing the success of the workshops. Any expectations not addressed and the reasons for this will need to be discussed and agreed.

### 2. BACKGROUND MATERIAL

#### **Presentation of background material**

- Brings all the participants to a minimum level of knowledge.
- The background material needs to be well structured and should be presented. Certain international issues of relevance to the production of the national plan should be retained (eg migratory species, cross-border species).
- After presenting the material, participants should be given a chance to make contributions. Distributing the background documentation well ahead of the workshop and receiving comments and incorporating them before the workshop should be encouraged and will reduce the time spent on this step.

#### **Discussion of background material**

##### **(a) Gaps in knowledge**

- Allows up-to-date information to be incorporated that may affect decisions taken during the workshop.
- The facilitator must ensure that the discussions remain relevant to production of an action plan and do not get ahead of the process.

##### **(b) On-going and potential projects**

- Need to state clearly what the species in-country distribution is as many of the people at the workshop may know a lot about selected sites only,
- Brainstorm the on-going and potential projects at the sites where the species is found. These projects may have a positive or negative impact on the species.

##### **(c) Factors influencing success of Action plan implementation**

- Determine whether there are risks and opportunities that may affect the implementation of the action plan.

### 3. STAKEHOLDERS ANALYSIS

- Participants agreed that the SHA for the national workshop should not be repeated because it is already thoroughly done in the preparation of the background material and it is on the basis of the SHA that the workshop participants were identified and invited.
- It was however emphasised that although not all the stakeholders can be invited to attend the workshop; their contribution to the AP implementation is still considered and they can be assigned some projects/actions to implement.
- During the workshop, it is important to review the SHA in order to ensure that all appropriate stakeholders and stakeholder groups are represented at the workshop.

### 4. THREAT ANALYSIS

Participants agreed that to properly present the threat analysis from the ISAP, it is important to:

- Explain how the problem tree grew
- Present the problem tree as contained in the ISAP.
- Agree in the plenary (add/subtract) any changes to the upper level of the problem tree
- Divide the participants into working groups based on groups within the Problem Tree (4-5 groups) and Working Groups:
  - Review the branches to assess the relevance to the country.
  - Make the relevant changes to make it relevant to the country.
- In the plenary
  - Each group presents
  - Discussion and consensus reached on final problem tree for the NSAP.
  - Prioritisation of each card according to each card's impact on the species: low (♦), medium (♦♦), high (♦♦♦) and critical (♦♦♦♦).
- If no change are made to the levels in the ISAP at which objectives were set:
  - Retain objectives from the ISAP in the NSAP.
  - Divide into working groups:
    - (a) Design projects that address the achievement of each objective (considering the headings: Policy and legislation, Species and habitat, Monitoring and research, Public awareness and training, Community involvement and International).
    - (b) Review project concepts from ISAP specified for the country.
    - (c) Review changes to Problem Tree and projects.
  - Plenary: present and get consensus on projects.
- If changes are made to the levels in the ISAP at which objectives were set:
  - If additions are made:
    - Consider whether the changes are catered for by the existing objectives from the ISAP. If yes, go to (b) above.
    - If changes are not addressed in the existing objectives from the ISAP, formulate new objectives in plenary and go to (b) above.
  - If some subtractions are made, assess whether all the objectives are still relevant.
- After agreeing on the objectives and projects, review:
  - Project concepts against risks and opportunities in the implementation of plan.
  - Project concepts against national problem tree.
  - Vision and agree changes if any.
  - Aim and agree changes if any, add 'in country'
- Working groups:
  - Complete the Projects Table
  - One working group is formed to work on indicators for the aim and objectives
  - Table is filled in using headings Policy and legislation, Species and habitat, Monitoring and research, Public awareness and training, Community involvement and International
  - Use ISAP as a reference.



- Plenary presentations
  - Sections of projects table completed
  - Indicators for aim and objectives
  - Discussions and consensus on project table and indicators for aim and objective
- M & E plan-What?, Who, Why?
- Determine whether there is any part of the plan that anyone has a problem with or objects to.
- Adopt the plan.
- Determine the Next Steps.

## **NATIONAL STAKEHOLDER WORKSHOP PROGRAM**

Agreement was reached on the information that needs to be obtained from the stakeholders in a participative manner. Where appropriate the ISAP as used as a reference. Participants agreed on a national stakeholder workshop program (Annex 8). This was tested over the next two days in the production of a NSAP for the Grauer's Rush Warbler in Uganda.

## **WAY FORWARD REGARDING THE NATIONAL SAP WORKSHOPS**

The draft workshop process worked well in the translation of the ISAP to a NSAP for Grauer's Rush Warbler in Uganda. The workshop program is shown in Annex 9. All the NSAPCs who participated in this process stated that they felt confident in their ability to facilitate national species action plan workshops. In May 2003, the ASWG and the NSAPCs from West Africa will review this draft NSAP process and test it on the production of a Grey-necked Picathartes action plan for Nigeria. It is after this workshop that the national SAP format and process will be finalised. The final version will be incorporated into the species action plan manual currently being prepared by the ASWG. The draft schedule for the completion of 15 NSAP workshops follows.

### Draft schedule for the completion of National Species Action Plan workshops

Country	Species	Facilitator(s)	Date (2003)	Remarks
Uganda	Grauer's Rush Warbler	SE/ES/AB/KN/EM/PN	February	Done
Nigeria	Grey-necked Picathartes	SE/ES/GE/AS/RM/EO	May	
South Africa	Blue Swallow	YF	April	Confirmed
Kenya	Spotted ground Thrush	KN	June	
Rwanda	Grauer's Rush Warbler	ES/FR	July	
Uganda	Blue Swallow	AB	November	
Zambia	Blue Swallow	SE/DM		
Tanzania	Spotted ground Thrush	KN/EM	November	
Botswana	Wattled Crane	SE	?	
Cameroon	Grey-necked Picathartes	RM	?	
Ghana	White-necked Picathartes	EO/ID	?	
Sierra Leone	White-necked Picathartes	AS	?	
Egypt	Houbara Bustard/LF Vulture	MB	?	
Tunisia	Houbara Bustard	HA	?	

*AB=Achilles Byaruhanga*

*AS=Alhaji Siaka*

*DM=Daniel Mwizabi*

*EM=Elias Mungaya*

*EO=Erasmus Owusu*

*ES=Eric Sande*

*FR=Fidele Ruzigandekwe*

*GE=Gus Ezealor*

*HA=Hichem Azafzaf*

*ID= Ishmael Dodoo*

*KN=Kariuki Ndang'ang'a*

*MB=Mindy Baha*

*PN=Peter Newbrey*

*RM=Russell Mbah*

*SE=Steven Evans*

*YF=Yolan Friedmann*

## ANNEXES

**Annex 1: Progress of the SAP project to-date**

- Four out of the 8 international workshops have been held. International Species Action Plan's for the Blue Swallow, Grauer's Rush Warbler, White-necked Picathartes and Grey-necked Picathartes are currently being prepared.
- The international workshops for the Spotted Ground Thrush, Lappet-faced Vulture and Houbara Bustard will take place in May 2003, June 2003 and Sept 2003 respectively ASWG
- RSPB and sometimes external facilitators have been facilitating the workshops
- One of the 15 national plan workshops has been held
- We have to have organised the 18 workshops and produced all the 23 APs by March 2004
- This is the last workshop ASWG is co-facilitating with help from the RSPB
- RSPB has contracted Steve Evans to work with ASWGC to ensure timely completion of the project achieving the set targets
- Steve and Eric will be jointly facilitating the remaining international workshops
- The SAP Project management saw it feasible that if the ASWG and the NSAPCs collectively agree on the format/process of the national SAPs and jointly facilitate one, they can then facilitate other relevant national workshops with minimum help from ASWG
- Therefore, this workshop where NSAPCs from Uganda, Kenya, Tanzania and South Africa agreed on the format/process of the national plan and tested it on the production of the national AP for Grauer's Rush Warbler for Uganda
- Similar workshop is planned in Nigeria where the ASWG and the NSAPCs from Nigeria, Sierra Leone, Cameroon and Ghana will test the agreed format/process on the national SAP for Grey-necked Picathartes for Nigeria

## Annex 2: BirdLife International African Species Action Plan Format

### *Presentation:*

- *Not too plain, not too glossy (This will vary from country to country)<sup>1</sup>*
- *Appropriate language, executive summary also in English*

#### A) Front Cover

- Logos
- Picture of species
- Date
- Title
- Subtitle
- National Emblem<sup>2</sup>

#### B) Inside Front cover

- Authors
- Contributors
- Interest Group
- Credits
- Citation
- Thanks to local people, if appropriate

### Foreword

- Government official, Head of state of Royalty
- Internationally famous conservationist

### Table of content

- *clear and all on one page*

### Acronyms

### Definition

- What is a Species Action Plan?
- Why this plan?
- Geographic scope
- Introduce SAP history and objectives
- National plan to refer to International plan

### 0. Executive summary

- *No more than 1 page.*
- *Multilingual, if appropriate*
  - status
  - distribution
  - conservation priority
  - threats
  - aim, objectives and major activities
  - history of plan and stakeholders
  - wider benefits

### 1. Introduction

- *no more than 1 page*
  - introduce species (distribution, status, threats, emotive)
  - introduce limiting factors
  - introduce stakeholders
  - biodiversity justification and benefits of plan and outcome to species and communities
  - aim and objectives with timescale

### 2. Background Information

- taxonomy as relevant
- distribution and population status

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<sup>1</sup> *Italics: notes*

<sup>2</sup> underlined: national action plans only

- global, (present as summary table)
- local (present as summary table)

### Population and distribution

Country	Population (plus quality code)	distribution	Population trend (plus quality code)	Seasonal occurrence
	<i>Estimate of total number</i>	<i>Widespread, local</i>	<i>Stable, increasing, decreasing</i>	<i>Resident or months</i>

- potential habitat (if appropriate)
- map
- movements, if relevant to plan
- protection status
  - legal protection (*in table, country by country*)
  - international legislation (*in table*)
  - does it occur in protected areas and IBAs? (*list in table per country*)
- Relationship with other SAPs and biodiversity strategies
- Habitat requirements of the species
- Biology and ecology
  - *only relevant information*
  - *bibliography contains all references*
- Threats and potential threats
  - *Short description of each threat*
  - *Develop list of key words to ensure consistency of use between plans*
  - *Link threats with ecology and biology of species*
  - *Always try to quantify threats*
  - *Rank threats*
  - *State of current knowledge*
  - *Gap analysis*
  - *Summarise as problem tree, start with conservation status, prioritise direct causes (◆◆◆: critical, ◆◆◆: high, ◆◆: medium, ◆ low,, ? unknown)*
- Stakeholder Analysis
  - *Summary table*
- Factors influencing success of action plan implementation
  - Socio-cultural effects
  - Economic implications
  - Strengths and weaknesses of existing conservation measures
  - Administrative/ political set-up
  - Biology of species (*e.g. does it breed in captivity, how specialised is it, how long does it live?*)
  - Local expertise and interest
  - Cultural attitudes
  - Appeal of species (eco-tourism)
  - Resources

### 3. Action Programme

- *Aims, objective and projects developed from problem tree*
  - **Vision**
    - *Long term vision for the status of species*
    - *Specific and measurable/ clear indicators*
    - *Time frame*
    - *Add short text*
  - **Aim**
    - *Aim of the species action plan*
    - *Specific and measurable/ clear indicators*

- *Time frame*
- *Targets might differ between national and international plan, but national plan contributes and refers to international plan*
- *Use IUCN criteria, Red Data Book, World Bird Database when applicable*
- *Add short explanatory text*
- **Objectives**
  - *Strategic objectives*
  - *Specific and measurable/ clear indicators*
  - *Use key headings*
  - *Prioritised (♦, ♦♦♦♦?)*
  - *Add short explanatory text for each objective (include summary of activities)*
- **Projects (see Table)**
  - *Table and short description for each*
  - *Should always refer to benefits to local people*
  - *Number each project according to related objective*
  - *List under the following headings:*
    - *Policy and legislation*
    - *Species and habitat*
    - *Monitoring and research*
    - *Public awareness and training*
    - *Community involvement*
    - *International*

Project	Countries	Overall Priority	Agencies responsible	Cost	Time scale	Indicators	Risks and Opportunities
<b>A) Policy and legislation</b>							
1.1 Name of project	List of countries with priorities ♦♦♦, ♦♦♦♦	Score ♦-♦♦♦♦?	Generic for international plan  Specific for national plan	<u>National plan only</u>	Length, start		
1.2 Name of project							
3.3 Name of project							
<b>B) Species and habitat</b>							
1.5 Name of project							
<b>C) Monitoring and research</b>							
Etc.							
<b>D) Public awareness and training</b>							
<b>E) Community involvement</b>							
<b>F) <u>International</u></b>							
Etc.							

- **Monitoring and Evaluation Plan**

**Acknowledgements**

**Bibliography**

**Appendices**

- List of relevant web pages
- Entry from Threatened Birds of the World
- List of protected areas and IBAs where species occurs
- Occupied areas most in need of action
- List of contacts (stakeholders, Species Interest Group, other)

## Annex 3: BirdLife International African Partnership International SAP detailed stakeholder workshop process

Day	Activity	Description	Techniques and aids	Lead person
1	<b>Opening</b>	<ul style="list-style-type: none"> <li>•Official opening and welcome of the participants to the workshop</li> <li>•A few remarks by the organizers</li> </ul>	Presentation	VIP, Host NGO, ASWGC, CASWG
	<b>Introductions</b>	<ul style="list-style-type: none"> <li>•Self introductions, expectations</li> <li>•Objectives of workshop</li> <li>•SAP project, what a species action plan actually is</li> <li>•Workshop Program</li> </ul>	<ul style="list-style-type: none"> <li>•Presentation of flip charts, a participant introduces his/her colleague and vice versa (position, experience on species conservation and expectations)</li> <li>•A few obvious ones may be presented, discussed on flip chart and more added through brain storm</li> <li>•The objectives may all be derived from expectation</li> <li>•Presentation on Overheads/Flip chart</li> <li>•Quick overview of the entire workshop program of overheads</li> </ul>	<ul style="list-style-type: none"> <li>•All participants as facilitator captures the expectations on flip chart</li> <li>•Facilitator</li> <li>•ASWG</li> <li>•Facilitator</li> </ul>
	<b>Background information on species</b>	<ul style="list-style-type: none"> <li>•Background document previously circulated to participants is presented and discussed</li> </ul>	<ul style="list-style-type: none"> <li>•Presentation on Overheads</li> </ul>	<ul style="list-style-type: none"> <li>•ISAPC with help from species experts</li> </ul>
		<ul style="list-style-type: none"> <li>•Group (according to countries) and plenary discussions <ul style="list-style-type: none"> <li>• Making obvious comments/corrections/additions on the document</li> <li>• Gaps in knowledge with respect to the species: <ol style="list-style-type: none"> <li>Population status</li> <li>Local distribution</li> <li>National legislation</li> </ol> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•Comments on overheads and flip chat</li> <li>•Groups fill in the country's species population status table</li> <li>•Groups fill in the country's national legislation table with respect to the species</li> <li>•Groups fill in the table and map for local distribution, numbers and potential areas</li> </ul>	<ul style="list-style-type: none"> <li>•ISAPC</li> <li>•One person from group presents to plenary for discussion</li> <li>•One person from group presents to plenary for discussion</li> <li>•One person from group presents to plenary for discussion</li> </ul>

	<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• On-going projects with respect to the species</li> <li>• Factors affecting the success of action plan</li> </ul> <ul style="list-style-type: none"> <li>• Feel of the day 1</li> </ul>	<p>for the species for their respective countries</p> <ul style="list-style-type: none"> <li>• Groups fill in the table of the on going projects for their respective countries</li> <li>• Brain storming on flip chat the risks and opportunities under the headings: Resources, Ecology &amp; Biology and Appeal of the species</li> <li>• Participants indicate whether they are unhappy, happy or very happy on a moodometer</li> </ul>	<ul style="list-style-type: none"> <li>• One person from group presents to plenary for discussion</li> <li>• Facilitator</li> <li>• All participants</li> </ul>
2	<b>Recap of day 1</b> <b>Stakeholders Analysis</b>	<ul style="list-style-type: none"> <li>• Brief highlights of the day 1 sessions</li> <li>• What are Stakeholders</li> <li>• Country Stakeholders analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Indicating on overheads what has been covered and where we are</li> <li>• Presentations on flip charts</li> <li>• Groups according to countries fill in the table with headings: Stakeholder Group, interests, activities, impact, intensity and how these will be addressed by SAP</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator: ask the participants to give suggestions on flip chat</li> <li>• Facilitator: ask the participants to give suggestions on flip chat</li> <li>• One person from each group presents to plenary for discussion</li> </ul>
	<b>Main threats</b>          <b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Identification of the main threats</li> <li>• Using the reasons why species is threatened (GTB2000), brainstorming onto cards to build the Problem tree</li> <li>• Prioritize the threats and causes of threats</li> <li>• Feel of the day 2</li> </ul>	<ul style="list-style-type: none"> <li>• All participants brain storm on cards which are then sorted appropriately</li> <li>• Participants divide into groups of about 5 and each group analyses the route causes using a cause-effect relationship in the problem tree of a threatened species</li> <li>• Agreeing as a group and indicating on the cards whether the threat/cause of threat is critical (◆◆◆◆), high (◆◆◆), medium (◆◆), low (◆) or unknown (?)</li> <li>• Participants indicate whether they are unhappy, happy or very happy on a moodometer</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions lead by the Facilitator</li> <li>• One person from each group presents to plenary for discussion</li> <li>• Discussions lead by the Facilitator</li> <li>• All participants</li> </ul>
3	<b>Recap of day 2</b>	<ul style="list-style-type: none"> <li>• Brief highlights of the day 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Indicating on overheads what has been</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator: ask the participants to</li> </ul>



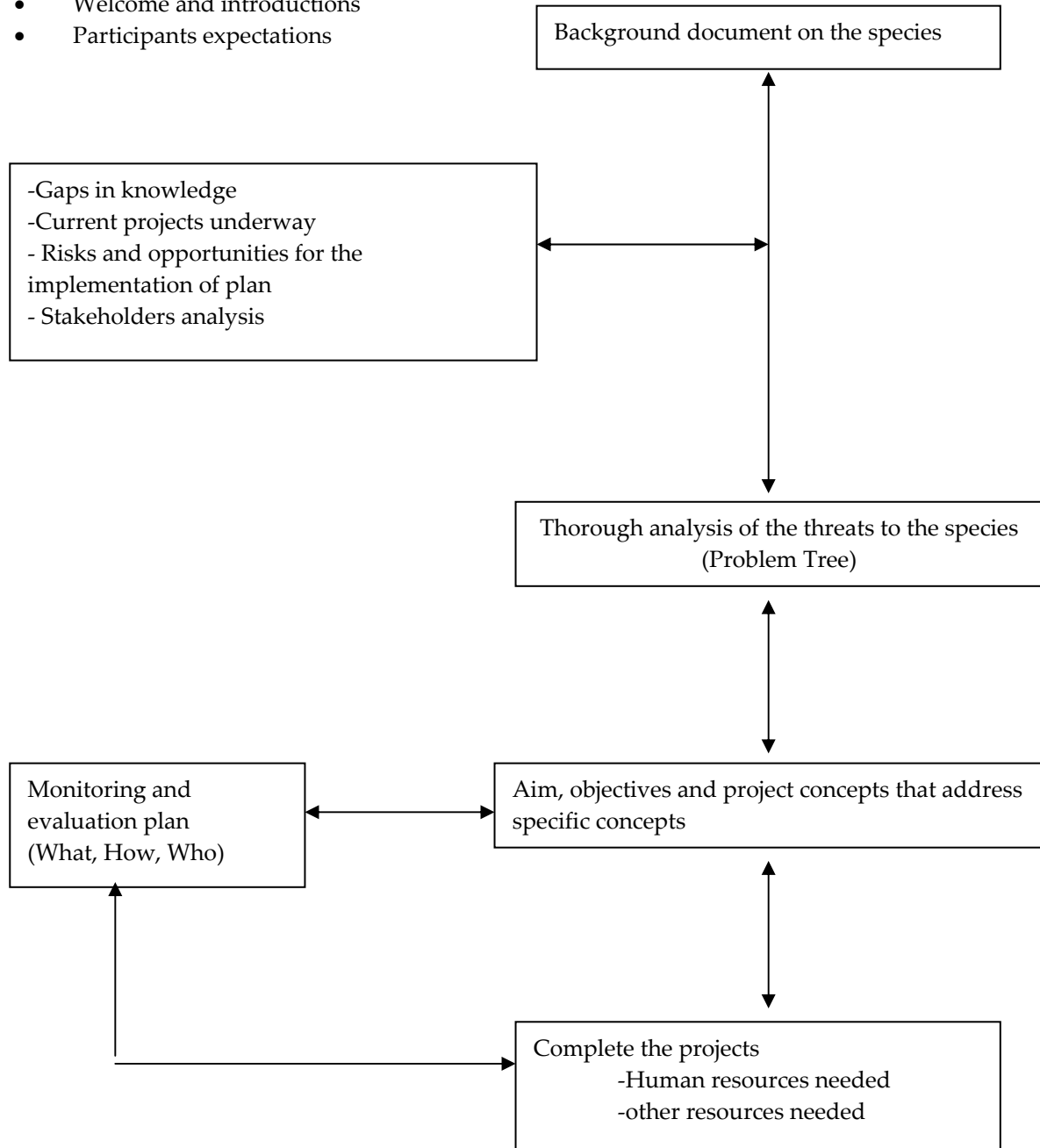
		sessions	covered and where we are	give suggestions on flip chat
	<b>Preparation of press release</b>	<ul style="list-style-type: none"> <li>•Appoint a group to prepare a press release</li> </ul>	<ul style="list-style-type: none"> <li>•Press release presented on overheads to the plenary for discussion</li> <li>•Participants from country groups can give it a “country flavor” and adopt it for their country</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Country participants</li> </ul>
	<b>Vision, aim and objectives</b>	<ul style="list-style-type: none"> <li>•Agree on the life span of AP which has a bearing on the aim</li> <li>•Agree on Vision of action plan; usually downgrading the species (threat status)</li> <li>•Agree on aim</li> <li>•Groups develop objectives which can be set derived from the priority threats/causes at any level in the Problem Tree</li> <li>•Plenary to discuss and agree on the objectives</li> </ul>	<ul style="list-style-type: none"> <li>•Brainstorm on flip chats</li> <li>•Brain storm on cards and flip chat</li> <li>•List the priority threats from Problem Tree</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Facilitator</li> <li>•Facilitator</li> </ul>
	<b>Formulation of Project Concepts</b>	<ul style="list-style-type: none"> <li>•Project concepts formulated to address achievement of each objective</li> </ul>	<ul style="list-style-type: none"> <li>•Group work where a group develops project concepts for 1 or 2 objectives:</li> <li>•Project concepts presented with headings: <ul style="list-style-type: none"> <li>○ Policy and legislation</li> <li>○ Species and habitat</li> <li>○ Monitoring and research</li> <li>○ Public awareness and training</li> <li>○ Community involvement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•One person from each group presents to plenary for discussion</li> </ul>
	<b>Review Stakeholder analysis (SHA)</b>	<ul style="list-style-type: none"> <li>•To assess whether SAP activities proposed for SH in the SHA have all been included in the SAP</li> </ul>	<ul style="list-style-type: none"> <li>•All the participants go through the column SAP activities to address impact in SHA tables and reconsider the activities not catered for in the project concepts</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>Compare SH SAP activities column in SHA with SAP activities and make sure all are incorporated into the SAP</li> </ul>
	<b>Evaluation</b>	<ul style="list-style-type: none"> <li>•Feel of the day 3</li> </ul>	<ul style="list-style-type: none"> <li>•Participants indicate whether they are unhappy, happy or very happy on a moodometer</li> </ul>	<ul style="list-style-type: none"> <li>•All participants</li> </ul>
4	<b>Recap of day 3</b>	<ul style="list-style-type: none"> <li>•Brief highlights of the day 1,2 &amp;3 sessions</li> </ul>	<ul style="list-style-type: none"> <li>•Indicating on overheads what has been covered and where we are</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>
	<b>Completion of projects table</b>	<ul style="list-style-type: none"> <li>•Project concepts entered into table clearly indicating the details on how</li> </ul>	<ul style="list-style-type: none"> <li>•Group work where the groups fill the table indicating the project, countries</li> </ul>	<ul style="list-style-type: none"> <li>•One person from each group presents to plenary for discussion</li> </ul>

		the project will be executed	overall priority, Agencies responsible, time scale, cost, indicators, risks & opportunities. Projects entered under the headings: Policy and legislation, Species and habitat, Monitoring and research, Public awareness and training and Community involvement	
	<b>M&amp;E Plan</b>	<ul style="list-style-type: none"> <li>•Participants consider WHO &amp; HOW will the AP be monitored and evaluated both at National and International levels</li> </ul>	<ul style="list-style-type: none"> <li>•Brain storming on flip chats</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>
	<b>Adopt plan</b>	<ul style="list-style-type: none"> <li>•Participants review the entire plan</li> </ul>	<ul style="list-style-type: none"> <li>•Identify and fill any obvious gaps</li> <li>•AP adopted by participants</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>
	<b>Creation of Species Interest Groups (SIGs)</b>	<ul style="list-style-type: none"> <li>•Participants given some insights on what SIGs are, what they do and how they fit into the structure of BirdLife International Africa Partnership</li> </ul>	<ul style="list-style-type: none"> <li>•Presentation on overheads/flip chat</li> </ul>	ASWG
	<b>Next Steps</b>	<ul style="list-style-type: none"> <li>•Participants agree on what happens next, who does what and the dead lines</li> </ul>	<ul style="list-style-type: none"> <li>•Brain storming on flip chat</li> </ul>	<ul style="list-style-type: none"> <li>•ISAPC</li> </ul>
	<b>Evaluation</b>	<ul style="list-style-type: none"> <li>•Synthesis of the work done in the four days</li> </ul>	<ul style="list-style-type: none"> <li>•Participants indicate whether they are unhappy, happy or very happy on a moodometer for the 4<sup>th</sup> day and for all the 4 days.</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•All Participants</li> </ul>
	<b>Wrap up</b>	<ul style="list-style-type: none"> <li>•Official closure of workshop</li> </ul>	<ul style="list-style-type: none"> <li>•A few speeches, vote of thanks, etc</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitator, ISAPC, ASWG</li> </ul>
	<b>Business meeting of SIG</b>	<ul style="list-style-type: none"> <li>•Chart out the way forward towards spearheading the conservation initiatives for the species</li> <li>•Discuss production of national SAP</li> </ul>	<ul style="list-style-type: none"> <li>•Elect office bearers if appropriate</li> <li>•Secretary takes minutes of meeting</li> </ul>	<ul style="list-style-type: none"> <li>•ISAPC</li> </ul>
5	<b>Field excursion</b>			

AP= Action Plan, ASWG= African Species Working Group, ASWGC= African Species Working Group Coordinator, CASWG= Chair African Species working Group, SAP=Species Action Plan, SHA= Stakeholder Analysis, SIG=Species Interest Group, ISAPC= International Species Action Plan Coordinator, VIP=Very Important Person.

**Annex 4: An overview of the main components of the International SAP stakeholders workshop process.**

- Welcome and introductions
- Participants expectations



**Annex 5: Workshop Program**  
**Action Plans for the Conservation of Globally Threatened Birds in Africa**  
**Workshop to agree on the National workshop format and process**  
**06, 07, 10 February 2003, Banana Village, Entebbe, Uganda.**  
**Workshop Program.**

	06 February	07 February	10 February
8:30 – 13:00	<p>Welcome remarks (AB)            Introductions and workshop expectations (ES)            SAP Project to-date and objectives of this workshop (ES)            Overview of International SAP process (SE)            Introduction to national SAP planning process (ES)  <b>Tea/Coffee break</b>  <b>Questions for formulating the process</b>  <b>Before the workshop (SE)</b></p> <ul style="list-style-type: none"> <li>• Do we have to draft the background material specific to the country?</li> <li>• Do we have to send the international SAP to everybody invited to the workshop</li> </ul> <p><b>During the workshop:</b>  <b>Introduction (PN)</b></p> <ul style="list-style-type: none"> <li>• Why participants introduce themselves?</li> <li>• Why should we ask people their expectations from the workshop?</li> </ul> <p><b>Background material (AB)</b>            Background document presented with emphasis to country in question and then discussions made on:</p> <ul style="list-style-type: none"> <li>• gaps in knowledge on species and country</li> <li>• on-going projects in country</li> <li>• factors affecting implementation of action plan specific to that country</li> </ul> <p><b>Stakeholders analysis (ES)</b></p> <ul style="list-style-type: none"> <li>• Do we need to do a stakeholders analysis?</li> <li>• Why should stakeholder analysis section be excluded?</li> </ul>	<p>-Make a plan for the GR Warbler            Stakeholder workshop</p> <p>Mock test the agreed format and process</p>	Wrap up
1300-1400	<b>Lunch</b>		
14:00 – 18:00	<p><b>Problem analysis (SE)</b></p> <ul style="list-style-type: none"> <li>• How do we make the problem tree relevant to the national plan?</li> <li>• What do we do next</li> </ul> <p><b>Tea/Coffee break</b>  <b>Action program (PN)</b></p> <ul style="list-style-type: none"> <li>• Are there difficulties in assigning roles and responsibilities</li> </ul>		

AB = Achilles Byaruhanga; ES = Eric Sande, SE = Steven W. Evans, PN = Peter Newbery

The Workshop was organised by *NatureUganda*, the BirdLife International Partner in Uganda This project is co-ordinated, on behalf of the BirdLife International African Species Working Group, by *NatureUganda*, BirdLife South Africa and the RSPB (the BirdLife Partners in Uganda, South Africa and the UK respectively). The project is supported and implemented by 17 African BirdLife partner organisations and RSPB and co-funded by the UK Department for the Environment, Food and Rural Affairs under the Darwin Initiative.

**Annex 6: Workshop Participants' details**

First Name, Name	Country	Organisation	Position	Experience in species work	Contact
Steven Evans	South Africa	BirdLife S.A & EWT – BSWG	Species and Sites Conservation Unit manager	BirdLife ASWG Chair -Blue Swallow -Bald ibis -White-winged Fluff tail -Cape Parrot	P.O Box 515, Randburg, 2125 (T) +27 (0) 11 789 1122 (F) +27 (0) 11 789 5188 082 850 6480 <a href="mailto:iba@birdlife.org.za">iba@birdlife.org.za</a> <a href="mailto:blueswallow@ewt.org.za">blueswallow@ewt.org.za</a>
Eric Sande	Uganda	Nature Uganda	ASWG Coordinator	-Nahan's Francolin, -Blue Swallow -White-necked Picathartes -Grey-necked Picathartes -GR Warbler -Shoebill	P.O Box 27034' Kampala Uganda (T) + 256 041 540 719 (C) + 256 077 688 552 (F) + 256 041 533 528 nature@natureuganda.org ericssande@hotmail.com
Achilles Byaruhanga	Uganda	Nature Uganda	Executive Officer	-Blue Swallow -GR Warbler -IBA coordinator	P.O Box 27034, Kampala Uganda (T) + 256 041 540 719 (C) + 256 077 522 727 (F) + 256 041 533 528 <a href="mailto:nature@natureuganda.org">nature@natureuganda.org</a> , <a href="mailto:achilles.byaruhanga@natureuganda.org">achilles.byaruhanga@natureuganda.org</a>
Kariuki Ndang'ang'a	Kenya	Nature Kenya/National Museums of Kenya	Research scientist	-Sharpe's Long claw -Fischer's Turaco -ASWG -Spotted ground Thrush	P.O Box 44486, Nairobi Kenya (T) + 254 2 749957 (F) + 254 2 741049 <a href="mailto:kbirds@africaonline.co.ke">kbirds@africaonline.co.ke</a> <a href="mailto:ndanganga@yahoo.com">ndanganga@yahoo.com</a>
Elias Mungaya	Tanzania	WCST	Assistant BirdLife Officer	-Common Stonechat	WCST, P.O Box 70919 Dar Es Salaam, Tanzania (T) 255 22 2112518 (F) 255 22 2124572 <a href="mailto:wcst@africaonline.co.tz">wcst@africaonline.co.tz</a>
Peter Newbery	UK	RSPB	Species Policy Officer	Many years of compiling SAPs for European species. Involved in capture-breeding /translocation projects	The Lodge, Sandy, Bedfordshire SG19 2DL (T) + 44 176 7680 551 <a href="mailto:peter.newbery@rspb.org.uk">peter.newbery@rspb.org.uk</a>

**Annex 7: Workshop participants' expectations**

- Participants will feel confident about organising and running national SAP workshops
- Ensure that members of the BirdLife Africa partnership can adequately plan for a national SAP stakeholder workshop
- Ensuring that members of the BirdLife African partnership can facilitate national SAP stakeholder workshop
- Will understand how to undertake national species action planning
- Agree on the national SAP format and process
- Agree on the format for national SAP format
- Formulate the national SAP process
- As a new member to SAP, I will be introduced to what SAP is doing
- Translating the international SAP to a national SAP
- Agree on the process for converting an international SAP to an AP specific to a country (National SAP)
- Refine national species action planning process
- Schedule for the national action plans

**Annex 8: Facilitators programme for the Ugandan Grauer's Rush Warbler Action Plan workshop:**

**Ugandan Grauer's Rush Warbler Action Plan stakeholder workshop, 08 – 09 February 2003.**

**Programme:**

<b>Date &amp; Time.</b>	<b>Time (min )</b>	<b>Activity</b>	<b>Description</b>	<b>Person responsible</b>
<b>Saturday 08<sup>th</sup> February 2003: Day 1.</b>				
08:30 – 08:45	15	<b>Welcome</b>	<b>Plenary.</b> <b>Brief welcome to everyone by Nature Uganda.</b>	<b>Achilles Byaruhanga.</b>
08:45 – 09:15	30	Introductions.	Plenary – Cards. Name, Organisation, Position, Where based?, species. conservation experience.  - Put cards with headings up on the wall.	Elias Mungaya
09:15 – 09:30	15	Explanation of workshop techniques.	Plenary – Cards. Explain rationale behind: - Brainstorm first; only then open discussion. - Use of Cards & flipchart.	Steven W. Evans
09:30 – 10:30	60	Expectations.	Plenary – Cards. - 3 cards to each participant. - Put cards on wall & group.  Use expectations to refine the workshop objectives.	Kariuki Ndang'ang'a
<b>10:30 – 11:00</b>	<b>30</b>	<b>Tea/Coffee Break</b>		
11:00 – 11:15	15	What is a Species Action Plan?	Plenary - Flipchart. Brainstorm & short discussion.	Elias Mungaya
11:15 – 11:30	15	Workshop programme.	Plenary – Overhead. Brief overview of the entire workshop programme.	Kariuki Ndang'ang'a
11:30 – 12:30	60	Presentation of background information.	Plenary – Overheads. Presentation of the information contained in the background document prepared for the workshop.	Achilles Byaruhanga
12:30 – 13:00	30	Discussion of background information.	Q1: Gaps in knowledge on GrW. Plenary – discussion, captured on flipchart.	Kariuki Ndang'ang'a
<b>13:00 – 14:00</b>	<b>60</b>	<b>LUNCH</b>		
14:00 – 15:00	60	Discussion of background information cont.	Q2: On-going & potential projects in Uganda. Plenary – brainstorm & discussion onto flipchart.  Q3: Risk & opportunities affecting implementation of the national action	Kariuki Ndang'ang'a

			plan in Uganda. Plenary – brainstorm onto cards, group & discussion.  Not done for threats. This will be covered by the problem tree analyses.	
15:00 – 16:00	60	Introduction to the International Grauer's Rush Warbler problem tree.	Plenary – Cards. Explanation: How the GrW problem tree was constructed. Presentation of the GrW problem tree as contained in the ISAP. Questions & answers.	Eric Sande.
<b>16:00 – 16:30</b>	<b>30</b>	<b>Tea/Coffee Break</b>		
16:30 – 17:00	30	Restructuring the upper level of the problem tree making it relevant to Uganda.	Plenary – Agree relevance to Uganda. Discussion & stay the same or removing and/or adding cards at the upper level. Includes filling any gaps at the upper level.	Eric Sande.
17:00 – 18:00	60	Review branches of the problem tree and make relevant to Uganda.	Groups – Cards. Divide people into groups. Be ready in the morning to present the discussions of their group.	Steven W. Evans.
18:00 – 19:00	60	Group presentations on reconstructed problem tree branches.	Plenary – Cards. Each group presents their problem tree. Discussion refinement and consensus.	Eric Sande.
19:00 – 19:05	5	Evaluation.	Happy, medium, sad face.	Elias Mungaya.
<b>19:00 -</b>		<b>DINNER</b>		

<b>Date &amp; Time.</b>	<b>Time (min )</b>	<b>Activity</b>	<b>Description</b>	<b>Person responsible</b>
<b>Sunday 09<sup>th</sup> February 2003: Day 2.</b>				
08:30 – 08:45	15	Recap of day 1.	Plenary – Overheads / Flipchart / Cards.	Peter Newbury
08:45 – 09:45	60	Prioritisation of issues by on impact on GrW.	Plenary – Cards. Rating of 1 star = low, 2 star = medium, 3 star = high & 4 star = critical.	Achilles Byaruhanga.
09:45 – 10:00	15	Review the Objectives from the ISAP.	Plenary – Cards / Flipchart. Link between the Objectives and Problem Tree. (use newly constructed Ugandan GrW Problem Tree).	Eric Sande.
<b>10:00 – 10:30</b>	<b>30</b>	<b>Tea/Coffee Break</b>		
10:30 – 11:30	60	Design project concepts.	Groups – Cards / Flipchart. Divide people into groups based on Objectives. Review project concepts against those in the ISAP for Uganda. Review project concepts against	Kariuki Ndag'ang'a



			Ugandan GrW Problem Tree. Retain, remove and/or develop new project concepts.	
11:30 – 12:30	60	Group presentations on project concepts.	Plenary – Cards ? Flipchart. Each group presents their project concepts. Discussion refinement and consensus.	Elias Mungaya.
12:30 – 13:00	30	Review the Vision & Aim.	Plenary – Flipchart. Changes, the same, add “in Uganda”	Achilles Byaruhanga.
<b>13:00 – 14:00</b>	<b>60</b>	<b>LUNCH</b>		
14:00 15:00	60	Completion of projects table.	Groups – Cards / Flipchart. Same Groups as for Objectives and designing Project Concepts.  One from each group to form a further group to look at indicators for the Aim and Objectives.	Eric Sande
15:00 – 16:30	90	Group presentations on completed Projects Tables. Group presents indicators for the Aim & Objectives.	Plenary – Cards ? Flipchart. Group present project tables and indicators for Aim & Objectives. Discussion refinement and consensus.	Peter Newbury
<b>16:30 – 17:00</b>	<b>30</b>	<b>Teal/Coffee</b>		
17:00 – 18:00	60	Monitoring & Evaluation Plan.	Plenary – Overheads.	Achilles Byaruhanga.
18:00 – 19:00	60	Adoption of the plan.	Plenary: Any objections to any part/component of the plan? Can we adopt the plan? YES.	Eric Sande.
<b>19:00 – 19:15</b>	<b>15</b>	<b>Workshop close.</b>	<b>Vote of thanks.</b>	<b>Achilles Byaruhanga</b>
19:00 – 19:05		Final Evaluation.	Happy, medium, sad face.	Eric Sande
<b>19:05 -</b>		<b>DINNER</b>		

**Notes:**

- 1) Put up two sheets of flipchart paper in one corner for people to anonymously record their complaints / concerns. (Elias Mungaya).
- 2) Put up paper for those wanting to serve as editors of the draft Ugandan Grauer’s Rush Warbler Action Plan to record their names, postal addresses and e-mail contacts (Kariuki Ndang’ang’a).

## Annex 9: Participants programme for the Ugandan Grauer's Rush Warbler Action Plan stakeholder workshop:



## Action Plans for the Conservation of Globally Threatened Birds in Africa

Workshop to agree on a Ugandan Grauer's Rush Warbler Action Plan  
08-09 February 2003, Banana Village, Entebbe, Uganda.  
Draft Workshop Program.



	08 February	09 February
8:30 – 13:00	Welcome (AB) Introductions (EM) Explanation of workshop techniques (SE) Expectations (KN) <b>Tea/Coffee break (ALL)</b> What is a Species Action Plan? (EM) Overview of the workshop programme (KN) Presentation of background information (AB) Discussion of background information (KN)	Recap of day 1 (PN) Prioritisation of issues based on impact on GrW (AB) Review the Objectives from the I GrW AP (ES) <b>Tea/Coffee break (ALL)</b> Design project concepts (KN) Group presentations on project concepts (EM) Review the Vision & Aim (AB)
13:00 – 14:00	<b>LUNCH</b>	
14:00 – 18:00	Discussion of background information cont. (KN) Introduction to the International GrW problem tree (ES) <b>Tea/Coffee break (ALL)</b> Restructuring the upper level of the problem tree making it relevant to Uganda (ES) Review branches of the problem tree & make relevant to Uganda (SE) Group presentations on reconstructed problem tree branches (SE) Evaluation (EM)	Completion of projects table (ES) Group presentations on completed Projects Tables (PN) Group presents indicators for the Aim & Objectives (PN) <b>Tea/Coffee break (ALL)</b> Monitoring & Evaluation Plan (AB) Adoption of the plan (ES) Workshop close (AB) Final Evaluation (ES)

**AB** = Achilles Byaruhanga; **ES** = Eric Sande, **SE** = Steven W. Evans, **PN** = Peter Newbery, **KN** = Kariuki Nfang'ang'a, **EM** = Elias Mungaya **ALL** = everyone.

The Workshop is organised by *NatureUganda*, The BirdLife International Partner in Uganda

This project is co-ordinated, on behalf of the BirdLife International African Species Working Group, by *NatureUganda*, BirdLife South Africa and the RSPB (the BirdLife Partners in Uganda, South Africa and the UK respectively).

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