

Action Plans for the Conservation of Globally Threatened Birds in Africa



Workshop 2b: Training in Species Conservation and Species Action Planning

30 November – 4 December 2001, Yaounde, Cameroon

Workshop Report

NATUREUGANDA



Facilitators:

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Report:

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Summary

The 3-year BirdLife Africa Project *Action Plans for the Conservation of Globally Threatened Birds in Africa* works towards building capacity for species action planning in Africa. The project is co-ordinated, on behalf of the BirdLife International African Species Working Group, by *NatureUganda* and the RSPB (the BirdLife Partners in Uganda and the UK respectively). It 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 (DEFRA) under the Darwin Initiative. The third workshop under this project was held 30 November– 4 December 2001, in Yaounde, Cameroon.

Through a facilitated, participative workshop, National BirdLife Species Action Plan Co-ordinators and Government representatives from 7 Northern, Western and Francophone Eastern African countries received training in species action planning and species conservation. Subjects covered were: Introduction to BirdLife International and the project, different approaches to conservation, methods in species management and monitoring, the application of the BirdLife Africa Species action plan format and process, working with media, workshop facilitation, advocacy and information exchange. International Species co-ordinators for the project's eight cross-border species were nominated and the venues and time schedule for the production of some of the project's eight international species action plans were identified. The workshop was facilitated by 2 experts from RSPB and the Africa Species Working Group Co-ordinator.

1. Introduction

In April 2001, the BirdLife Africa Partnership started the project *Action Plans for the Conservation of Globally Threatened Birds in Africa*. The project is co-ordinated, on behalf of the BirdLife International Africa Species Working Group, by *Nature*Uganda and the RSPB (the BirdLife Partners in Uganda and the UK respectively). It 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 (DEFRA) under the Darwin Initiative. The project will build institutional capacity by training Species Interest Groups, BirdLife Partners and Government Officials in 17 African countries in species action planning to conserve globally threatened birds. Species Action Plans (SAPs) are vital in Africa to ensure that limited resources are focused to maximise conservation benefit. International plans for 8 priority globally threatened birds will be prepared (for species each occurring in at least 3 countries of which 2 have BirdLife representation). People trained through the project will then train others at national level to develop 15 national SAPs. This will ensure value for money, help host countries meet their obligations under the Biodiversity Convention and ensure long- lasting impact (including funding bids for implementation).

The project purpose is defined as:

Capacity established for participative action planning for globally threatened bird species in Africa

In order to achieve the purpose, the following results should be achieved:

- 0 Project management structure in place
- 1 A priority list of species for which species action plan approaches would enhance their conservation
- 2 Priority countries that CAP should endeavour to recruit into the partnership based on their importance to the conservation of birds identified
- 3 Training programme for BirdLife Africa partnership implemented
- 4 Network of species interest groups functioning
- 5 International (cross-border) and national species action plans for priority species produced
- 6 Process for securing funding for action plan implementation is initiated

A first major project milestone was the development of a BirdLife Africa Species Action Plan format and process during a participative workshop in September 2001. With minor modifications, the BirdLife Africa Technical Advisory Committee and the BirdLife Council of the Africa Partnership approved this method in October 2001. In order to train BirdLife National Species Action Plan Co-ordinators (NSAPCs) and their government counterparts in species action planning and management, two sub-regional workshops were organised with identical programmes: The first one was held between 31 October and 4 November 2001 in Wakkerstroom, South Africa. NSAPCs and government representatives from 7 eastern and southern African countries were invited (see Workshop 2a Report). This document is a report of the second training workshop for the NSAPCs and Government counterparts from the countries in Northern, West and Francophone East Africa with BirdLife representation. Participants from Botswana were also invited since they missed the South Africa workshop.

2. Workshop

The workshop was organised by the Africa Species Working Group Co-ordinator and hosted by Cameroon Ornithological Club (COC). All NSAPCs and their government counterparts from 7 north-western African countries with BirdLife representation plus Rwanda, Burundi and Botswana were invited. The workshop was facilitated by 2 RSPB experts and the Africa Species working Group Co-ordinator. Sessions included some presentations, but mainly facilitated training exercises to familiarise the participants with species action planning and aspects of species management.



2.1 Workshop objectives

The workshop objectives were defined as

- Introducing participants, particularly government representatives, to the project
- Training of participants in species conservation and species action planning
- Initiation of species interest groups

2.2 Workshop Programme and Implementation

The workshop programme (see Annex 1) was based on the training needs identified by participants of the first workshop under this project:

- Workshop facilitation
- Monitoring & Evaluation Techniques
- Communications/ Media/ VIP
- Working with rural communities
- Species, sites and habitat approaches to conservation
- Selling BirdLife to governments

The workshop was attended by 7 National Species Action Plan Co-ordinators, 3 government counterparts, 8 volunteers from Cameroon Ornithological Club (COC), the Africa Species Working Group Co-ordinator and 2 facilitators from RSPB (see Annex 2 for list of participants).

Day 1: Introduction

The workshop was officially opened by Mr. Kevin Yana Njabo, Assistant Programme Development Officer COC. Eric Sande, the BirdLife Africa Species Working Group Co-ordinator gave a word of welcome. The opening was filmed by the national television channel and covered in the main evening news programme.

Session 1: Introduction to projects

Objective: Introduction of workshop objectives, outline of project, workshop programme, methods and values

Method: Presentation with overheads

The project outline is presented in Annex 3.

Session 2: Icebreaker

Objective: To create a relaxed atmosphere and to get to know each other

Method: Participants were asked to write/ draw on flipchart paper name, organisation, country, position, experience in species conservation, workshop expectations and hobbies. They were then asked to team up with another participant and introduce each other. These pairs presented each other to the rest of the group.

The list of participants is presented in Annex 2; the workshop expectations are presented in Annex 4.

Session 3: BirdLife International and Africa Species Working Group

Objective: To familiarise participants with BirdLife International, its structure and functioning

Method: Presentation with overheads, questions and answers

An overview of BirdLife's mission, vision and structure, including the Africa Species Working Group is presented in Annex 5.

Session 4: Action Plans for the Conservation of Globally Threatened Birds in Africa

Objective: To familiarise participants with the project, its objectives, management structure, roles and responsibilities

Method: Presentation with overheads, questions and answers.

An overview of the project is presented in Annex 6.

Session 5: Different approaches to conservation

Objective: To highlight the differences in species, sites and habitat approaches to conservation

Method: Presentation with overheads, questions and answers.

A brief overview of the different approaches to conservation is presented in Annex 7.

Session 6: When is a species approach appropriate?

Objective: To enable participants to judge when a species approach is most appropriate.

Method: Two groups (one francophone and one Anglophone) considered the characteristics of bird species for which species-based approach might be most appropriate and inappropriate. Each subgroup reported back to the plenary.

A species approach is appropriate, if the species:

- Is ineffectively protected (legislation, enforcement) at current sites
- Has a wide distribution
- Faces a number of threats such as hunting, pesticides, habitat destruction, pollution...
- Has a long/slow reproductive cycle
- Has cultural significance
- Has low or fast declining numbers of individuals or pairs
- Has low breeding success
- Is a potential flagship species

The results of the group discussions are presented in Annex 8. After the second workshop of the project in South Africa (workshop 2a), it was agreed that the criteria for which a species-based approach was appropriate would be finalised after the third (Cameroon) workshop. Therefore, to complete the criteria, the characteristics that came out from both workshops will be considered in the final selection of the criteria.

Day 2: Species Conservation and Action Planning:

Session 1: BirdLife's objectives in species conservation

Objective: To familiarise participants with BirdLife's objectives on species

Method: Presentation with overheads, questions and answers.

An overview of BirdLife's objectives is presented in Annex 9.

Session 2: The importance of flagship species

Objective: To introduce participants to the importance of flagship species for single species conservation.

Method: The participants brainstormed the definition of flagship species (as opposed to charismatic species, keystone species, indicator species and umbrella species) and discussed advantages and disadvantages of flagship species in species conservation.

Definitions:

- A flagship species is a species which is characteristic for ecosystem functions
- A charismatic species was defined as a species which is symbolic and associated with the general public
- A keystone species is a species which is crucial for the functioning of an ecosystem ie its absence creates a gap in the ecosystem
- An umbrella species represents several other species and therefore its conservation will assist others that are not targeted
- An indicator species is a species which indicates the quality or change in the environment and such species are not necessarily threatened

The use of flagship species has a number of advantages in a species approach to conservation:

- Focused conservation
- Create awareness
- Involve many people
- Can set model for further research
- Symbol of action can attract attention
- Advocacy tool
- Unite stakeholders
- Enhances networking particularly if the species is a cross-border species

However, the use of flagship species in conservation may potentially pose some risks:

- It may neglect other species
- One spends a lot of money on one species and does not achieve the targeted goal
- A species being conserved may attract international trade
- May lead to conflicts of interest between stakeholders

Session 3: Overview of the new BirdLife Africa Species Action Plan model and process

Objective: To familiarise participants with the new model.

Method: Presentation with overheads, questions and answers.

The handout (revised input paper to the BirdLife Africa Technical Advisory Committee), summarising the results of the workshop 1 is presented in Annex 10. From the brainstorm during workshop 1, a Species Action Plan has been defined as:

“A Species Action Plan is a scientifically authoritative, strategic document that defines specific, measurable objectives and actions for conserving priority species. It should be achievable, time-bound and involve all appropriate stakeholders”.

The detailed explanation of the definition of a species action plan and its target groups are presented in Annex 11.

Session 4: Information gathering for Species Action Plan background

Objective: To familiarise participants with various sources of information, both printed and electronic, which can be used in preparing the background information for a species action plan.

Method: Presentation with overheads, questions and answers.

A number of important sources of information exist. A main obstacle is the lack of printed material in many parts of Africa. The BirdLife International Partnership, through its secretariat or individual Partners, incl. RSPB can assist Partners in gathering relevant documents. A particularly useful source is the Internet based database Ingenta, which is freely available under <http://www.ingenta.com>. A summary of available information sources is presented in Annex 12.

Session 5: Introduction to case study

Objective: To familiarise participants with the workshop case study on Lapped-faced Vulture and to simulate a workshop review of background information provided.

Method: Presentation of background material (in Species Action Plan Format) on overheads; discussion and revision.

The group confirmed that the Lapped-faced Vulture, included as one of the eight selected species for species action planning and used as a case study in this workshop, fulfils all the criteria for a species based approach as outlined in session 6 of day 1.

Working through the (simplified) background material provided enabled the participants of Workshop 2a to come up with some slight modifications of the suggested format. The background information provided with suggested amendments is presented as Annex 13.

Session 6: Stakeholders, problem structure and objectives

Objective: Stakeholder Analysis, problem structure and objectives are the basis for the development of the action programme of the species action plan. The objective of this session is to introduce participant to the methodologies and to enable them to apply these to a practical example.

Method: Presentations with overheads of the principles of the methodologies, questions and answers; case study on Lapped-faced Vulture in plenary and group work.

Stakeholder participation and consultations are crucial for a wide recognition of a species action plan. The main stakeholders in species action planning and implementation are:

- Species Interest Groups
- Government Departments
- Local communities
- Scientific experts
- NGOs
- Donors
- Media
- Economic interest groups
- Education Departments
- Tourism and Safari Operators
- Ministers and other personalities

The result of the brainstorm exercise of workshop 1 on stakeholder involvement was presented (see Annex 14).

Card Exercise: Stakeholder Analysis, problem structure and objectives are best developed using a card exercise in the plenary, group work and reporting back to the plenary. The basic rules for card exercises are:

- Use pin boards, sticky wall (paper sprayed with spray mount) or press stick in this order of preference. Size of pin boards approx. 1.2 m x 1.5m. Need of approx. 1 pin board/ 4 participants.
- Distribute thick felt pens to each participant, calculate 2/ participant
- Use cards of approx. 1/3 A4 paper size, made of hard paper. 4 colours, approx. 1000/ 20 participants
- Participants write 1 idea per card only
- Writing must be readable: 3-4 lines/ card, large letters, clear hand writing
- Collate, remove doubles or unclear cards (or re-write if appropriate)
- Cluster, select

Stakeholder Analysis:

Objective: The aim of the stakeholder analysis is to identify and characterise the important stakeholders that will have a direct or indirect effect on the species and/ or implementation of the species action plan.

Method:

- In plenary, brainstorm important stakeholders on cards
- Remove doubles/ unclear cards
- Cluster into homogeneous groups
- Agree Group headings
- Divide in sub-groups to analyse each cluster according to agreed criteria
- Report back to plenary and discuss/ revise if necessary

The result of the stakeholder analysis is presented in Annex 15.

Problem Analysis:

Objective: To identify main threats to the species and analyse the causes of the threats in a systematic way.

Method:

- In plenary, agree species status on a card
- Agree (on cards) main causes (why is the species classified as threatened?); place causes underneath status
- Brainstorm direct and important threats which contribute causes
- Formulate each card as a negative statement
- Avoid "lack of", this is an absence of a solution
- Remove doubles/ unclear cards
- Arrange in a cause-effect relationship, place cards with causes below cards with respective effects. Ensure direct cause-effect relationship

- Agree top level of threats (remember, the position in the problem tree does not say anything about the importance of the problem).
- Prioritise main threats according to their importance (scoring ◆ - ◆◆◆◆, ?), preferably by consensus or by formal methods such as pair ranking.
- Break in sub-groups to analyse individual branches of the structure; if appropriate analyse main threats only.
- Report back in plenary and revise if appropriate

The principle of the problem Analysis is out lined in Annex 16. The result of the problem analysis resulting from the case study is presented in Annex 17.

Session 7: Facilitation techniques

Objective: To introduce participants into basic facilitation techniques

Methods: Presentation with overheads, video of participants' group work facilitation, brainstorming the dos and don'ts of workshop facilitation following the play of the videos.

The importance of adequate workshop venues and seating arrangement was stressed. Chairs should be arranged in a semi-circle in one or two rows. The workshop room should be cleaned and re-arranged every evening. A summary of the rules of facilitation is presented in Annex 18. The result of the brainstorm exercise is presented in Annex 19.

Day 3: Species Conservation and action planning (cont.) and excursion

Session 1: Objectives

Objective: To develop objectives for the action programme

Method: Discussion in plenary, card exercise.

The threats of the problem tree are turned into positive statements (objectives) that are realistic and achievable within the timeframe of the action plan (generally 5 years). A direct translation of the threat into a positive statement might be too ambitious and the group agreed on an achievable objective for each of the main threats. The group also agreed the vision and aim of the action plan. Results are presented in Annex 22

In the afternoon, Cameroon Ornithological Club organised a bird watching tour.

Day 4: Species conservation, action planning (cont.) and M&E of Action Plans

Session 1: Examples of species conservation actions

Objective: To familiarise participants with the many different forms of species conservation

Method: Presentation with overheads, questions and answers

Examples of various species conservation tools, successfully applied for the critically endangered Bald Ibis and Seychelles magpie robin are presented in Annex 20.

Session 2: Research and monitoring

Objective: To familiarise participants with the importance of research and monitoring in species conservation and the basic types of each

Method: Presentation with overheads, questions and answers.

A summary of common research and monitoring methods are presented in Annex 21.

Session 3: Projects

Objective: To familiarise participants with the development of projects to achieve the agreed objectives of the plan.

Method: Brainstorm in sub-groups to complete project table, incl. projects, priorities, responsibilities, time frame, indicators, assumptions, risks and opportunities under the agreed headings (policy and legislation, species and habitat, monitoring and research, public awareness and training, community involvement, International). Report back to plenary and discussion.

The action programme for Lapped-faced Vulture is presented in Annex 22. It was felt that it is imperative that projects should be designed such that they are achievable within the timeframe of the action plan and the financial framework. It is of utmost importance that groups focus solely on the respective objective and do not fall into the trap of developing an unrealistic shopping list. Once drafted, projects should be screened and prioritised. Considering all possibilities during the creative phase is useful, but only achievable actions must be incorporated into the final version of the plan.

Session 4: Monitoring and evaluation

Objective: To familiarise participants with monitoring and evaluation requirements of a Species Action Plan

Method: Brainstorm on flipchart, discussions

Monitoring and evaluation are an essential component of Species Action Plans. Monitoring can be defined as a routine/ periodical track of progress. Evaluation is the periodic accumulation and assessment of the plan's successes and failures. The following parameters should be routinely monitored during Species Action Plan implementation:

- Country performance (projects)
 - Species behaviour/trends/impact
 - Stakeholders: information on quality of participation including Government
 - Sites/habitat – response of people
- Budget
- Objectives + aims against indicators
- Staff: performance
- Assumptions and risks (factors influencing implementation)

An outline monitoring and evaluation plan is presented in Annex 23.

Session 5: Working with media

Objective: Introduce participants to working with television and radio interviews.

Method: Presentation with overheads, discussions.

Some guidelines for working with media are presented in Annex 24.

Session 6: Production of press releases

Objective: NSAPCs are expected to produce press releases for the project. The objective of this session was to familiarise participants with the production of press releases.

Method: Presentation of examples of press releases and discussions. Groups to draft press releases and present these to the plenary.

General rules for the presentation of press releases are presented in Annex 25. Example press releases and resulting press cuttings are presented in Annex 26. The draft press releases produced by workshop participants are presented in Annex 27.

Day 5: Specific techniques and follow-up

Session 1: Creation of Species Interest Groups

Objective: To clarify the structure of species interest groups and select species co-ordinators for the project's target species.

Method: Brainstorms on flipchart, discussions

The group discussed the concept of species interest groups, species working groups, and stakeholders and recommended adoption of the following definitions:

Core Group: A small group of dedicated people who are enthusiastic about the species and drive its study and conservation.

Species working group: A group of people, who are actively involved in the conservation of the species.

Stakeholders: A group of people who are directly or indirectly affected by the species

While the core group generally involves interested specialist individuals and organisations, both volunteer and professional, stakeholders are not necessarily interested in the conservation of the species. The species working group includes individuals and organisations from both the core group and stakeholders. A diagram illustrating the concept of species interest groups is presented in Figure 1 and the relationship between species interest groups, species working groups and species working group coordinators is illustrated in Figure 2. The results of the brainstorms on the composition and functioning of a species interest group are presented in Annex 28.

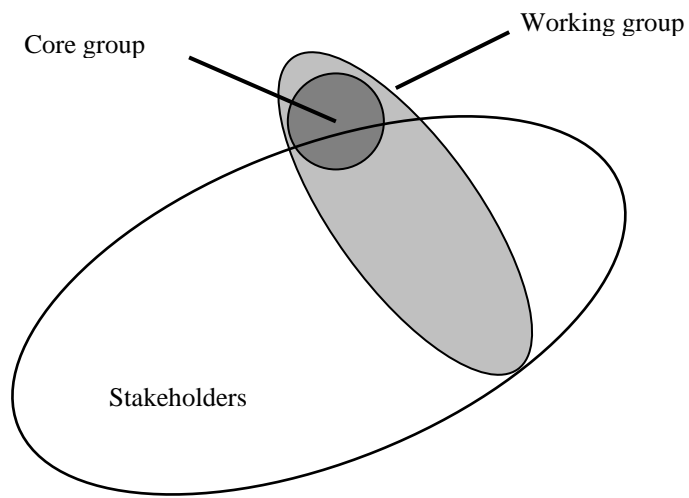


Figure 1: Species Interest Group: Relation between core group, working group and stakeholders

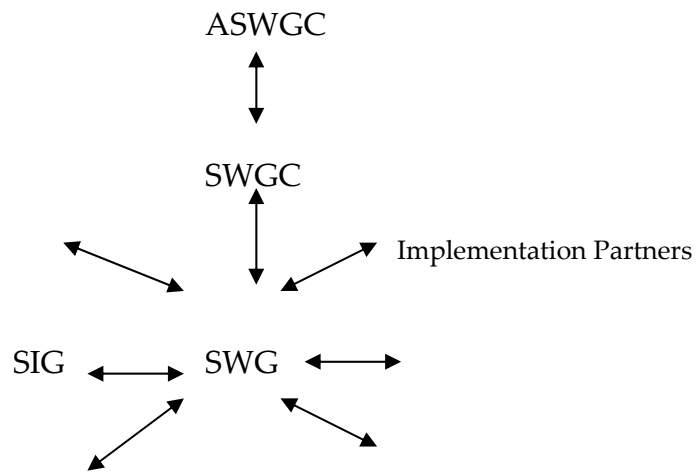


Figure 2: Relationship between species working group, Species Interest group Species working group co-ordinators

A list of proposed species co-ordinators for the project's target species is presented in Table 1.

Table 1: Proposed species co-ordinators

Species	Countries in which species occurs	Proposed Species Co-ordinator
Spotted Ground Thrush <i>Zoothera guttata</i>	DR Congo, Kenya, Malawi, South Africa, Sudan, Tanzania	Kariuki Ndanganga (Kenya)
Grauer's Rush Warbler <i>Bradypterus graueri</i>	Burundi, DR Congo, Rwanda, Uganda	Achilles Byaruhanga (Uganda)
Rufous-fishing Owl <i>Scotopelia ussheri</i>	Côte d'Ivoire, Ghana, Guinea, Liberia, Sierra Leone	Ghana or Sierra Leone
Blue Swallow <i>Hirundo atrocaerulea</i>	DR Congo, Kenya, Malawi, Mozambique, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe	Steve Evans (South Africa)
Grey-necked Picathartes <i>Picathartes oreas</i>	Cameroon, Equatorial Guinea, Gabon, Nigeria	Russell II Mbah Bian (Cameroon)
White-necked Picathartes <i>P. gymnocephalus</i>	Côte d'Ivoire, Ghana, Guinea, Liberia, Sierra Leone	Sierra Leone or Ghana
Lappet-faced Vulture <i>Torgos tracheliotus</i>	Angola, Benin, Botswana, Burkina Faso, Burundi Cameroon, Central African Republic, Chad, DR Congo, Côte d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Kenya, Malawi, Mali, Mauritania, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Somalia, South Africa, Sudan, Tanzania, Uganda Zambia, Zimbabwe	Anteneh Shimelis (Ethiopia)
Houbara Bustard <i>Chlamydotis undulata</i>	Algeria, Egypt, Libya, Morocco, Sudan, Tunisia	Hitchem Azafzaf (Tunisia)

Session 2: How to sell BirdLife/ advocacy

Objective: To identify means of promoting the BirdLife Partner organisation in their respective countries

Method: Brainstorm on flipchart, discussions

In order for BirdLife partner organisations to promote species conservation at national and international levels, it is essential that the national organisations be regarded as credible partners for governments and other stakeholders. Possible means of improving the image of the BirdLife partner organisations are presented in Annex 29.

Session 3: Information exchange

Objectives: To identify means of communication within the network of NSAPCs and means of communicating the existence and progress of the project to others.

Method: Brainstorm on flipchart, discussions

Communication between NSAPCs and others is essential in order to ensure that all available information on the target species is considered and all relevant stakeholders are identified and included in the species action planning process.

The group recommended the initiation of regular communication between NSAPCs via email (co-ordinated by the Africa Species Working Group Co-ordinator). It was also recommended that the Africa Species Working Group should seek to have a regular page in the BirdLife Africa newsletter, where project progress can be published.

In order to publicise the existence of the project to others and to encourage participation and information exchange, the group recommended using existing resources such as magazines and email groups. A project leaflet will be available to all NSAPCs. The results of the brainstorming on the means of communication are presented in Annex 30.

3. Next Steps

A list of activities that should be done by who and by when are summarised in Table 2.

Table 2: List of activities, responsibility and deadlines

Action	Responsible	Deadline
Produce the workshop report	ES	12 December
Distribute the workshop report	DH	Before Christmas
Produce Project leaflet (draft)	DH/ES	End of December
Circulate Email group	ES	End of December
Article in BirdLife International Africa Newsletter about the project	ES/all NSAPCs	6-monthly
Explore web page for the project	DH	January 2002
Finalise list of International Species Co-ordinators	Ghana/Sierra Leone	12 December
Clarify budget lines for NSAPCs	DH/ES	January 2002

4. Evaluation

At the end of each day, participants were asked to fill in a simple form to evaluate the mood of the group. The results are presented in Annex 31. Participants were extremely positive about the workshop as more than 70% of the participants gave full marks on the overall workshop evaluation. The majority of participants gave also full marks in the daily evaluation chart and no participant was unhappy. Most of the participants' workshop expectations, as expressed at the beginning of the workshop (Annex 4) were fully achieved. Participants felt that they received extensive training in species action planning, but it was too ambitious to expect more than a very limited introduction into species management. Some participants felt that it would have been useful to cover species monitoring in more detail, although there was general agreement that the time was too short to spend more time on this subject.

The following suggestions were made:

- Eric to research email groups and send information to all NSAPCs
- Members proposed to build a strong network of advocacy groups from partners to influence action on species conservation
- Future workshops should have first Aid drugs e.g. Antacid, pain killers etc

In his closing remarks, Dieter Hoffmann, the project leader informed the participants that the Executive Secretary Convention of the Conservation of Migratory Species of Wild Animals (CMS) in support of the project stated that: "The CMS is well aware that a number of African bird species, many of them migratory, are globally threatened. CMS/African-Eurasian Migratory Waterbird Agreement (AEWA) have recognised that a vital tool in the conservation of these species will be species action plans. CMS will continue to look for opportunities to work with RSPB and the BirdLife International on globally threatened migratory birds and species action plan will be an important aspect of co-operation". Dr Roger Fosto, the president of Cameroon Ornithological Club officially closed the workshop. The closing ceremony was well covered by television and newspaper crews from Cameroon.

Annexes

Annex 1: Workshop Programme

Annex 2: Workshop Participants

Annex 3: Brief overview of the project *Action Plans for the Conservation of Globally Threatened Birds in Africa*

Annex 4: Participants' workshop expectation

Annex 5: BirdLife International and Africa Species Working Group

Annex 6: Project Overview: Action Plans for the Conservation of Globally Threatened Birds in Africa

Annex 7: Species, sites and habitat approaches to conservation

Annex 8: Results of group work: Criteria for adoption of species based approach

Annex 9: BirdLife Objectives

Annex 10: Input paper to the BirdLife Africa Technical Advisory Committee

Annex 11: Definition of a Species Action Plan, targets and stakeholders
Annex 12: Information gathering for Species Action Plan background
Annex 13: Lapped-faced Vulture: background information
Annex 14: Stakeholder Involvement (result of brainstorm in workshop 1)
Annex 15: Stakeholder Analysis for the Lappet-faced Vulture
Annex 16: Principle of Problem Analysis
Annex 17: Problem structure
Annex 18: Roles and responsibilities of a workshop facilitator
Annex 19: Dos and Don'ts in workshop facilitation
Annex 20: Single species conservation
Annex 21: Research and monitoring

Annex 22: Lapped-faced Vulture: Action Programme (case study)
Annex 23: Outline monitoring and evaluation plan
Annex 24: Guidelines for working with media

Annex **25: The production of press releases, general roles**

Annex 26: RSPB press release and resulting press coverage

Annex 27: Draft press releases on the training workshop

Annex 28: Species Interest Group: composition and purpose

Annex 29: How to sell BirdLife/Advocacy

Annex 30: Means of communications
Annex 31: Daily Evaluation/ Moodometer

Action Plans for the Conservation of Globally Threatened Birds in Africa

Workshop 2b: Training in Species conservation and Species Action Planning

Africa Partnership

Workshop Programme: 30 November – 4 December 2001, Yaounde Cameroon

	Friday 30 November	Saturday 1 December	Sunday 2 December	Monday 3 December	Tuesday 4 December
	Introduction	<i>Species conservation and Action Planning</i>	<i>Species conservation and excursion</i>	<i>Species conservation and M&E of Action Plans</i>	<i>Specific techniques and follow-up</i>
08:30 – 10:30	Presentations: <ul style="list-style-type: none"> • Opening (COC) • Welcome (ES) • Introduction (DH) Ice breaker (DH)	Presentation and discussion: BirdLife's Objectives in species conservation (DH) Discussion: The importance of flagship species (ES)	Group work (cont) Presentation (CB): Examples of species conservation action	Case study (cont) (DH/CB): Projects <ul style="list-style-type: none"> • Monitoring & Research • Policy and legislation • Species and habitat • Public awareness and training • Community involvement • International 	Presentation and discussions <ul style="list-style-type: none"> • Creation of species interest groups (ES)
1030-11:00	Coffee				
11:00 – 12:30	Presentations and discussions: <ul style="list-style-type: none"> • BirdLife International and Africa Species working Group (DH) • SAP project (ES) 	Presentation and discussions: <ul style="list-style-type: none"> • Overview of Africa Species Action Plan model and process (DH) • Information gathering for Species Action Plan background (CB) 	Presentation and discussions (CB): Monitoring & Research Finish 13:00	Group work (cont.)	Discussion (DH) How to sell BirdLife/ advocacy
12:30-13:45	Lunch				
13:45 – 15:30	Presentations and discussions (CB): <ul style="list-style-type: none"> • Different approaches to conservation • When is a species approach appropriate? 	Group work (CB/DH): Case study <ul style="list-style-type: none"> • Stakeholders • Problem structure • Objectives 	Birdwatching	Presentation and discussions (DH): Monitoring and evaluation	Discussion: <ul style="list-style-type: none"> • Information Exchange (CB) • Follow-up (DH)
15:30-16:00	Coffee				
16:00 – 17:00	Presentations and discussions (cont.)	Group work (cont.)	Birdwatching	Presentation and Discussions: (CB) Working with Media	Workshop Evaluation (DH) Farewell
19:00 – 20:00		Facilitation techniques (DH)	Production of Press release	Facilitation Techniques (DH)	

Facilitator/ Presenter: CB: Chris Bowden DH: Dieter Hoffmann ES: Eric Sande

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Annex 2: Workshop Participants

First Name, Name	Organisation	Country	Position	Experience in Species Conservation	Address	Telephone/ email
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Annex 3: Brief overview of the project *Action Plans for the Conservation of Globally Threatened Birds in Africa*

The Project: Some important facts

- BirdLife International has 18 partner organisations in Africa
- The BirdLife Africa Partnership have identified 1,228 sites of global importance for bird conservation (IBAs)
- The BirdLife Africa Partnership has successfully initiated site-based actions to conserve some of Africa's most important IBAs
- The BirdLife Partnership has successfully identified >1,200 bird species globally which are threatened with extinction (Globally Threatened Birds of the World)
- 349 bird species in Africa have been classified as globally threatened,

The Project: Some problems of species conservation in Africa

- Site Conservation projects are of limited value for some species
- The BirdLife Africa Partnership has limited experience in species conservation
- Other organisations, both nationally and internationally, have limited experience in species conservation
- 90 out of 349 globally threatened birds are cross-border species

The Project: Some background information

- The production and implementation of Species Action Plans have been proven to enhance the conservation of bird species
- *Action Plans for Globally threatened birds in Europe* was influential
- RSPB has extensive experience in species action planning and single species conservation, both in the UK and overseas

The Project: History

- 1998: Creation of African Species Working Group
- 1999: Employment of Africa Species Working Group Co-ordinator
- 2000: Submission of funding proposal to the UK Darwin Initiative
- 2001: Start of 3 year project *Action Plans for the Conservation of Globally threatened birds in Africa*
- September 2001: Workshop in Uganda developed format and process of Africa Species Action Plan.
- Endorsement by CAP
- October & December 2001: Training workshop (South Africa, Cameroon)

The Project: Objectives

Purpose: Capacity established for participative action planning for globally threatened bird species in Africa

Objectives:

- Agree list of priority species
- Train BirdLife and non-BirdLife staff and volunteers
- Establish network of species interest groups
- Compile 8 international cross-border species action plans and 15 national plans
- Obtain funding for implementation of plans

Annex 4: Participants' workshop expectation

- Know more on species conservation
- To learn how to get local people to conserve biodiversity
- Learn, understand and appreciate SAP approach in a way to increasing public awareness on bird conservation
- Develop and understand species action plans
- Enlighten people on the conservation of IBAs
- Promote the continued existence of BirdLife in Cameroon
- Good fun in sharing new ideas and seeing future SAP follow-up ideas
- Understand the process and apply it in the Cameroon context
- Participants understand and appreciate SAP approach
- Equipped with the capacity to initiate, develop and implement SAPs locally and across international borders
- Equipped with the capacity for advocacy and influence of policies for cross-sectorial recognition of SAPs especially in biodiversity conservation
- Improving the knowledge on conservation
- Increase public awareness on bird conservation in general
- Be able to establish an action plan for species conservation
- Get knowledge on species action planning and SAP
- Prepare SAP for Houbara
- To be able to draw up species action plans for a bird species in Sierra Leone
- To learn the difficulties associated with SAP and how to overcome them
- Master the SAP process for conservation of globally threatened species in order to better participate to the elaboration of the Cameroon component of the plan
- Good way to design SAPs
- Build strong network with others
- Opportunities for implementation of programs

Annex 5: BirdLife International and Africa Species Working Group

XXXXXXXXXXXXX Insert BirdLife Documents

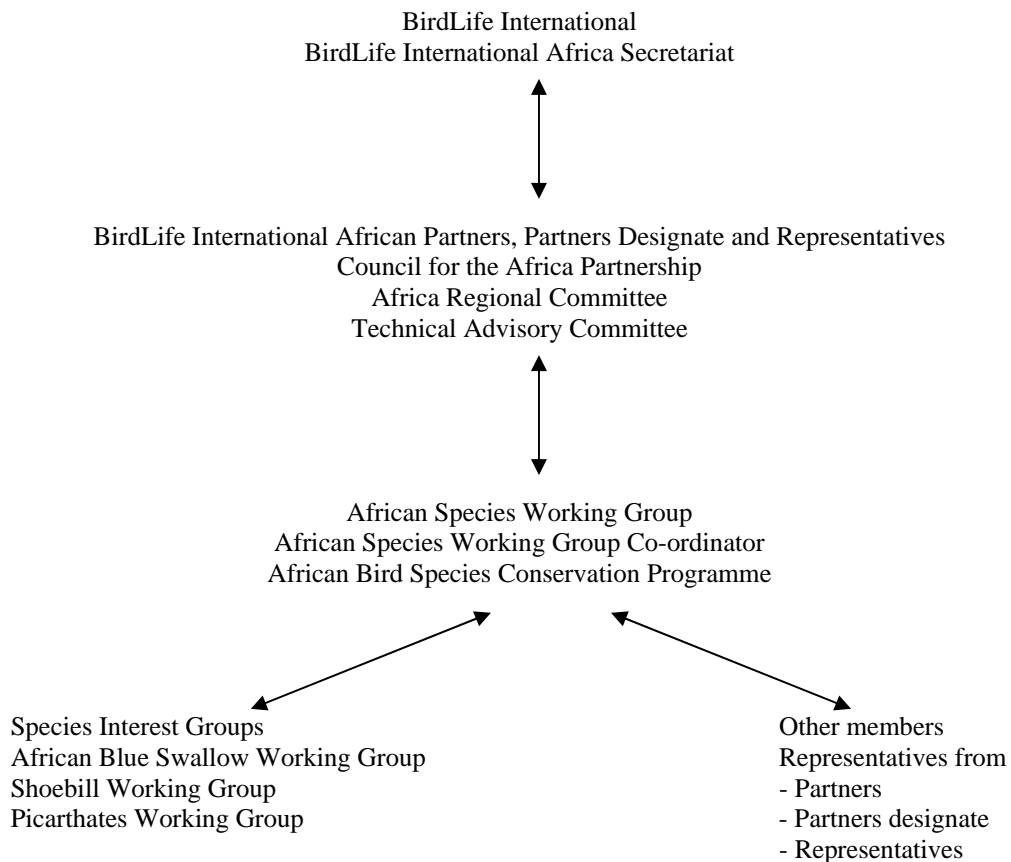
Africa Regional Programme

BirdLife African Species Working Group

History:

- 1998 - CAP meeting in Zimbabwe
- Species, Sites, Habitats & People
 - BLSA, NU, CSSL, GWS
- 1999 - CAP meeting in Burkina Faso
- BLSA & NU
 - Presented a paper
 - Proposed full-time co-ordinator for the ASWG
 - Proposed a structure and process for further development of the ASWG
- 2000 - CAP meeting in Tunisia
- ASWG & RSPB
 - Darwin Funding application
 - Eric Sande
- 2001 - First workshop

Proposed Structure of the BirdLife African Species Working Group



New species Working Groups.

- Include Species Working/Interest Groups that are not part of the BirdLife International Africa Partnership.

Where to from here?

- Implementation of the RSPB and Darwin Funded Project.
- Develop the draft terms of reference for the ASWG.
- Present the draft terms of reference for the ASWG to the Council for the African Partnership for comment and approval (October 2001).
- Develop a strategy and business plan for the ASWG (How? When? Where?)

Annex 6: Project Overview: Action Plans for the Conservation of Globally Threatened Birds in Africa

Questions

- Why this project?
- How long is the project?
- Where is the project operating?
- How is the project operating?
- What happens after the project?

Background

- A lot has been done on IBA leading to the publication of the African IBA directory (2001)
- However some species are:
 - widely dispersed, migratory
 - found in many countries
- Such spp need combined effort from many people/countries
- BirdLife Africa Partnership started a 3-year Species Action Planning project in April 2001:
- To supplement the site conservation (IBA) approach
- To cater for GT species that do not benefit much from IBA approach for their conservation (X-border) species

Threatened African bird Species

- Africa has 349 GT and NT species of which:
 - 56 occur in 2 countries
 - 97 occur in ≥ 3 countries
 - Very few have APs
- Many of these are not be well protected by IBA approach

Project purpose

- Africa has limited experience in species action planning
- Because it is impossible to prepare APs for all these spp in the project period (3 yrs), the project purpose is to build capacity for participative action planning for GT African birds
- People trained through the project will then train others so that all spp which req. APs will be catered for.

Project coverage

- The project cannot afford to build capacity in all the 58 African countries in 3 years
- It will therefore build capacity in SAP for the 17 African countries: Tunisia, Egypt, Ethiopia, Kenya, Uganda, Rwanda, Burundi, Tanzania, Cameroon, Nigeria, Ghana, Burkina Faso, Sierra Leone, Zimbabwe, Zambia, Botswana, South Africa (Figure 3).

Main targets

- Species Interest Groups
- BirdLife partner organisations
- Other NGOs
- Govts

Project Staff

- Project is managed by Nature Uganda supported by the RSPB
- Implemented by the African Species Working Group Coordinator on behalf of BLASWG and National Species Action Plan coordinators (NSAPCs)
- All the 17 African partner Organisations have nominated NSAP Coordinators

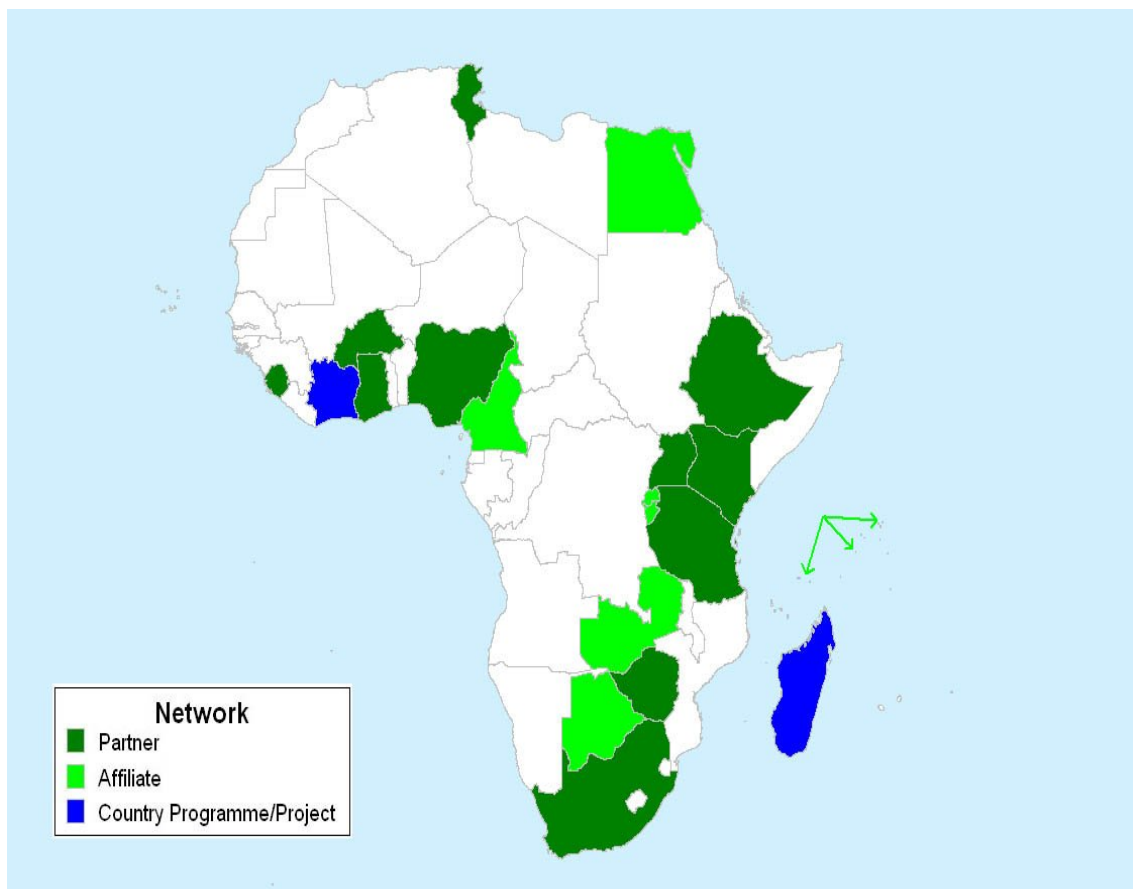


Figure 3 Africa Partnership

Training in production of International SAPs

During these 3 yrs, 8 cross-border SAPs will be produced for:

- Spp occurring in ≥ 3 countries
- At least 2 have BirdLife rep.
- Spp where there is no AP
- Spp do not occur to any significant extent in the Palaeartic (covered by EU SAPs)
- SIGs, NGOs, Govt. officials will participate

Species for which International Action Plans will be prepared

Species	Category	Distribution in Africa
Spotted ground Thrush <i>Zoothera guttata</i>	Endangered	DRC, Kenya, Malawi, S. Africa, Sudan, Tanzania
Grauer's rush Warbler, <i>Bradypterus graueri</i>	Endangered	Burundi, DRC, Rwanda, Uganda
Rufous-fishing Owl <i>Scotopelia ussheri</i>	Endangered	Côte d'Ivoire, Ghana, Guinea, Liberia, Sierra Leone
Blue Swallow <i>Hirundo atrocaerulea</i>	Vulnerable	DRC, Kenya, Malawi, Mozambique, S. Africa, Swaziland. Tanzania, Uganda, Zambia, Zimbabwe
Grey-necked Picathartes <i>Picathartes oreas</i>	Vulnerable	Cameroon, Equatorial Guinea, Gabon, Nigeria
White-necked Picathartes <i>P. gymnocephalus</i>	Vulnerable	Côte d'Ivoire, Ghana, Guinea, Liberia, Sierra Leone
Lappet-faced Vulture <i>Torgos tracheliotus</i>	Vulnerable	Angola, Benin, Botswana, Burkina Faso, Burundi Cameroon, Central African Republic, Chad, DRC, Côte d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Kenya, Malawi, Mali, Mauritania, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Somalia, S. Africa, Sudan, Tanzania, Uganda Zambia, Zimbabwe
Houbara Bustard <i>Chlamydotis undulata</i>	Near Threatened	Algeria, Egypt, Libya, Morocco, Sudan, Tunisia

National Species Action Plans

- People trained through the project will then train others at national level
- NSAPCs will take the lead
- 15 Nat. SAPs will be produced
- AP process is expected to continue even after the project
- Project will initiated implementation of APs

Participative training workshops

Workshop 1

- Held Uganda, Sept 2001
- All NSAPCs were invited
- Attended by 12 NSAPCs
- Developed a draft SAP format and process for Africa

Workshop 2a &b: Training on species conservation & Action Planning

2a: ES Africa –RB	2b: NW Africa +RB
Botswana	Burkina Faso
Ethiopia	Burundi
Kenya	Cameroon
Seychelles	Egypt
South Africa	Ghana
Tanzania	Nigeria
Uganda	Rwanda
Zambia	Sierra Leone
Zimbabwe	Tunisia
South Africa, 31 Oct-4 Nov	Cameroon, 30 Nov-4 Dec
Language: English	Language: French/English

Workshops to develop SAPs

Workshop 1: Picathartes

- Scheduled for March 2002
- Reps: Cameroon, Ghana, S/Leone, Nigeria, Cote d'Ivoire, Guinea, Gabon, Liberia

Workshop 2: Blue Swallow

- Scheduled for June 2002
- South Africa

Annex 7: Species, sites and habitat approaches to conservation

Conservation at different scales

- Global (example: CITES, CBD, climate)
- National (example: protective legislation)
- Local (example: selectively protected areas)
- Site (example: strictly protected area)
- Species (example: captive breeding programme)

Different approaches to conservation

- Can work at many levels, e.g. global, national, site, habitat, species
- These are not mutually exclusive – protecting a site will protect the habitats and individuals it holds, and protecting an individual species might lead to site protection
- But conservation of a particular species might not be best achieved solely through site or habitat protection.

Problems of site protection

- ❑ Not usually sufficiently large to protect biodiversity alone
- ❑ Metapopulation dynamics – are we protecting the most important sites?
- ❑ Protected areas generally too small to hold much of population of any species (e.g. 65% of threatened N American passerines have ranges larger than 10 000 sq km)
- ❑ Site protection often ineffectively enforced
- ❑ Many factors adversely affect birds irrespective of protected status:
 - Climate change
 - Predation
- ❑ Problems for migrant species
- ❑ Most biodiversity is comprised of common and widespread species – risk of reserves becoming “zoos” in a degraded wider landscape.

Strengths of the species approach

- ❑ Species protected throughout their ranges
- ❑ All threats can be addressed
- ❑ Flexible –conservation actions can be carefully addressed
- ❑ Can conserve extremely rare species through species management
- ❑ Usually has benefits for other species (may e.g. lead to site protection)
- ❑ Protects the smallest component of biodiversity

Criticisms of the species approach

- ❑ Has focused mainly on charismatic species, not necessarily the most threatened
- ❑ High resource use for a very small number of species – can we really afford measure for single species?
- ❑ Why isn't site and habitat protection enough?

Do SAPs work?

McGowan, P.J.K., Garson, P.J. & Carroll, J.P. (1998) Action Plans: do they help conservation? *Bird Conservation International*, 9, 317-323

- ❑ Provide useful synthesis of knowledge of status, ecology and threats
- ❑ Catalytic effect on experts, through focusing research and action on least known species
- ❑ Bring together all interested parties
- ❑ Raise the profile of the species, attracting interest and funding
- ❑ Lead to the implementation of practical conservation measures
- ❑ Realistic rather than idealistic approach

SAPs achieve a number of real benefits but “compiling Action Plans and completing projects are only the first steps in the long and more complicated process that should result in the saving of threatened species from extinction”

Conclusions

- ❑ Generally now accepted that site protection alone is insufficient, even when carried out at large scales
- ❑ Conservation needs to work at many scales, from large scale site protection to single species work
- ❑ BirdLife works at site (IBA) and species (TBW) levels

Exercise

- ❑ What are the characteristics of bird species for which a species-based approach might be most appropriate? And least appropriate?
- ❑ Need to consider:

Annex 8: Results of group work: Criteria for adoption of species based approach

Group 1

Characteristics of a species that is appropriate for a species-based approach

- A species that is widely distributed
- A species that is migratory
- A species threatened by predation, poaching, hunting, pesticides
- A species whose nesting sites are being destroyed
- A species with a delicate reproductive cycle
- A species with decreasing number of individuals
- A species with a restricted range of diet
- A species with social cultural importance

Characteristics of a species that is inappropriate for a species-based approach

- An endemic species
- A species with a short reproductive cycle
- A common species

Group 2

Characteristics of a species that is appropriate for a species-based approach

- A species not effectively protected by the IBA strategy/not protected/globally threatened
- A species that has a wider range of ecological habitat
- A species with numerous/net-working associations with other species of birds/organizations
- Rarity of the species
- A species with cultural and social cultural significance
- A species with low breeding success
- A species that is not protected by any legislation/ineffectively enforced legislation

Characteristics of a species that is inappropriate for a species-based approach

- Bird species population that respond to changes in habitat
- Protected by legislation (national/international) which are effectively enforced
- Within well managed and effectively protected areas

Annex 9: BirdLife Objectives

Species Objectives

Species Targets

Africa Species Table

Annex 10: Input paper to the BirdLife Africa Technical Advisory Committee

Species Action Plan Format and process for Africa

Summary:

During a participative workshop involving BirdLife partner organisations from 12 African countries and specialists from RSPB, the BirdLife Africa *project Action plans for conservation of globally threatened birds in Africa* developed a format and process which is believed to be suitable for species action planning in Africa. The process is based on an extensive review of existing information and a participative workshop involving key stakeholders (both specialists and decision makers) agreeing on the threat to the species in question and an action plan to resolve the problems. The format and process will be tested during a number of international and national action planning exercises.

1.0 Introduction

Following a recommendation from the BirdLife Council of the African Partnership (CAP), in April 2001, the BirdLife Africa Partnership started the project *Action Plans for the Conservation of Globally Threatened Birds in Africa*. The project is co-ordinated, on behalf of the BirdLife International African Species Working Group, by *NatureUganda* and the RSPB (the BirdLife Partners in Uganda and the UK respectively). It 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 (DEFRA) under the Darwin Initiative. The project purpose is to build capacity for participative action planning for globally threatened birds in Africa targeting Species Interest Groups, BirdLife Partners and government officials in 17 African countries. International plans for 8 priority globally threatened birds will be prepared for species each occurring in at least 3 countries of which 2 have BirdLife representation. People trained through the project will then translate the international plans into at least 15 national species action plans.

2.0 Workshop 1

To ensure participative action planning as stipulated in the project purpose, a workshop organised by the Africa Species Working Group Co-ordinator and hosted by *NatureUganda* was held between 7 and 11 September 2001 in Uganda. National Species Action Plan Co-ordinators from 17 countries were invited to the workshop. The workshop objectives were to:

- develop and agree a BirdLife Africa Species Action Plan format and planning procedure
- introduce National Species Action Plan Co-ordinators to the project
- train the National Species Action Plan Co-ordinators
- to identify training needs and agree next steps.

The workshop was attended by 12 National Species Action Plan Co-ordinators (incl. the chair of the Africa species working group), the Africa Species Working Group Co-ordinator, the project administrator, 2 staff from *NatureUganda* and 3 facilitators from RSPB.

2.1 Development of an African Species Action Plan format

The EU Action Plans for Globally Threatened Birds in Europe, the RSPB Action Plan Format and BirdLife International's Action Plan for Javan Hawk Eagle were used as examples of well developed species action plans. The group brainstormed the strengths and weaknesses of each format and then worked in subgroups to develop a format for Africa. This format was tested in a case study, refined and formally adopted for submission to the BirdLife Africa Technical Advisory Committee (TAC) and CAP.

2.2 Development of an African Species Action Plan process

Important stakeholders for the species action planning process were identified. The group identified how to involve stakeholders in the action plan process at a national and international levels, steps involved in producing a species action plan and proposed a species action plan stakeholder workshop programme.

3.0 Results

It is believed that the proposed format and process will be suitable for species action planning in Africa and elsewhere. The planned production of both international and national action plans will help to refine the method. Once a final format and process are developed, a detailed document will be produced as guidelines for BirdLife Partners in Africa and elsewhere as appropriate.

3.1 Africa Species Action Plan Format

The format proposed as a (draft) standard for BirdLife Species Action Planning in Africa is presented below. It will further be refined following experience from the first three species action plan workshops under this project.

Presentation:

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

A) Front Cover

- Logos
- Picture of species
- Date
- Title
- Subtitle
- National Emblem²

B) Inside Front cover

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

Foreword

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

Table of contents

- *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 *Italics: notes*

² underlined: national action plans only

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

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 guidelines, 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
 - *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*

Summary table of proposed Projects

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

A subgroup was appointed to produce a suitable monitoring and evaluation system which will be included in the final document.

3.2 Species Action Planning Process

The group recommended that the following stakeholders should be involved in the species action planning process in Africa:

- Species Interest Groups
- Government Departments
- Local communities
- Scientific experts
- NGOs
- Donors
- Media
- Economic interest groups
- Education Departments
- Tourism and Safari Operators
- Ministers and other personalities

Having identified the appropriate stakeholders, the group recommended that the species action planning process should follow the sequence below:

1. Identify species for which action planning is appropriate
2. Identify key individuals
3. Identify workshop participants
4. Collate background information (literature and questionnaire, if appropriate)
5. Produce background section of Action Plan
6. Hold participative, facilitated planning workshop
7. Draft Action Plan and seek endorsement by participants
8. Seek endorsement with relevant agencies
9. Produce and circulate Action Plan
10. Implement Action Plan
11. Review Action Plan following agreed Monitoring and Evaluation system and publish results
12. Update Action Plan at the end of its life

The group developed a detailed plan from the idea of producing a species action plan up to printing and distribution of the document indicating the timeline, task, time required to accomplish the task and the responsible people and estimated that about 7 months may be required (see Annex 1).

The group further proposed a detailed species action plan stakeholder workshop programme which may take 4-5 days at an isolated, comfortable venue, if possible close to site where species and perhaps threats/ solutions can be observed and emphasized that the workshops should be facilitated and participative (see Annex 2 for suggested programme).

Annex 1: Steps involved in producing a Species Action Plan

Timeline (weeks)	Task	Time required	Responsible ³
-18	Prepare background information and identify experts and members of the National Preparatory Committee (NPC)	2 weeks	NSAPC
-16	First meeting of NPC; identify stakeholders	1 day	NSAPC, NPC
-16 – (-6)	Draft background information document	10 weeks	NSAPC, ASWGC
-6 – (-2)	Circulate draft background information to experts and produce final document	4 weeks	NSAPC
-16 – (-12)	Contact stakeholders	4 weeks	NSAPC, NPC, ASWGC, BirdLife Partners
-16 – (-10)	Identify participants		NSAPC, NPC, ASWGC, BirdLife Partners
-14	Prepare workshop documents (programme, background on venue, visa & health requirements, etc. prepare check list for participants)	1 week	NSAPC, NPC
-14	Identify and contract facilitator (BL Partner)	8 weeks	NSAPC
-14 – (-12)	Identify venue		NSAPC, NPC
-12	Identify workshop requirements		NSAPC, NPC
-12	Prepare budget		NSAPC, NPC
-12	Book venue		NSAPC, AB
-12	Contact VIP to open workshop (endorse plan?)		NSAPC, NPC
-10	Send invitations, etc. to participants		NSAPC, NPC
-4	Identify and contract secretary		NSAPC, NPC
-4	Hire equipment		AA
-2	Send reminders and background information document to participants		NSAPC, NPC
-2	Hold facilitator meeting		NSAPC, FA
-1	Purchase stationary		AA
-1	Contact/ invite press/ media		NSAPC
0 – 1day	Arrival of participants	1 day	AA
0 -1day	Prepare venue	1 day	NSAPC, FA
0	Hold Planning workshop (bilingual, if appropriate)	4 -5 days	NSAPC, FA
0	Agree Committee to write-up Species Action Plan		NSAPC, experts, SH
(0-(+1)	Prepare financial accounts	2 weeks	NSAPC, AB
0 – (+ 2)	Prepare and circulate workshop report	2 weeks	S, FA, NSAPC
0 – (+2)	Identify dignity to endorse Species Action Plan	2 weeks	NSAPC, FA
+2 – (+6)	Draft Species Action Plan	4 weeks	Committee
+6 – (+10)	Circulate to all workshop participants and seek endorsement; produce final draft	4 weeks	NSAPC
+10 – (+12)	Print report	2 weeks	NSAPC
+12	Distribute Species Action Plan		NSAPC

³ NSAPC: National Species Action Plan Co-ordinator (host country NSAPC is overall species co-ordinator)
 NPC: National Preparatory Committee: NSPAC, NGO, Government, Researchers, local community (where appr.)
 ASWGC: Africa Species Working Group Co-ordinator
 S: Secretary
 AA: Administrative Assistant

Annex 2: Proposed Species Action Plan Stakeholder Workshop Programme

- 4 or 5 days
- Isolated, comfortable venue, if possible close to site where species and perhaps threats/ solutions can be observed
- Prepare each day's proceedings on same day, distribute next morning

Day 1:

am

Opening ceremony

Coffee

Introductions, Icebreakers

Agree workshop objectives

Presentation: Background info

- by scientific assessor knowledgeable on species and issues at stake and planning process

Lunch

pm

Plenary session: Response to presentation

- identify gaps in knowledge
 - identify main threats
- card exercise

Evaluation

Day 2:

am

Recap of day 1

Group work (special interest groups): Problem tree

- identify causes of main threats
- card exercise

Lunch

pm

Group presentations and facilitated discussions: report back on problem tree

Prioritise problems/ threats

Agree vision, aim and objectives

Evaluation

Day 3:

am

Recap of day 2

Appoint group to prepare press release

Group work (stratified random group)

- formulate projects (table)

Lunch

Excursion, if possible visit site where species occurs

Day 4:

am

Group presentations and facilitated discussions: report back on projects

Lunch

pm

Indicators

M&E Plan

Adopt plan

Next steps

Evaluation

Wrap up (incl. agreement of press release)

Annex 11: Definition of a Species Action Plan, targets and stakeholders

Definition

“A Species Action Plan is a scientifically authoritative, strategic document that defines specific, measurable objectives and actions for conserving priority species. It should be achievable, time-bound and involve all appropriate stakeholders”.

- a) scientifically authoritative:
 - review and document all data available
 - involve all relevant experts
 - check data in workshop

- b) strategic document that defines specific, measurable objectives and actions

Strategy: Where are we, where do we want to be and how do we get there?

Specific
Measurable

- c) achievable, time-bound

SMART Objectives

- d) involve all appropriate stakeholders

Main targets:

- BirdLife International Partnership
- Governments
- Other NGOs and conservation agencies
- Researchers

and Nationally:

- Local communities
- Developers and industry (if appropriate)

Annex 12: Information gathering for Species Action Plan background

Sources of Information:

- Printed**
 - Books
 - Scientific papers
 - Periodicals
- Electronic**
 - Databases
 - e-mail
- Personal contacts**

Printed sources

- Books**
 - Birds of Africa*
 - Threatened Birds of the World*
 - Handbook of the Birds of the World*
 - Africa Red Data Book
 - More specialist books (e.g. conference proceedings)
- Scientific journals**
 - Malimbus, Scopus, Ostrich* etc and non-African journals
 - Can be found by electronic (e.g. Web of Science) or paper (e.g. Zoological Record) searches
 - African Bird Club Bulletin publishes annual bibliography
- Periodicals**
 - African Bird Club Bulletin
 - Birding magazines

Electronic sources

- Databases**
 - World Bird Database (WBD)
 - Atlas databases
 - Agricultural and climate databases etc
- E-mail**
 - E-mail chat groups (Africa Birding)

Personal contacts

- Species Interest Groups
- Government officials
- BirdLife
- Birders/tour operators
- Agriculture/forestry etc. workers
- Local communities

Annex 13: Lapped-faced Vulture: background information

Suggested changes underlined

Lappet-faced vulture *Torgos tracheliotos*

Introduction

The lappet-faced vulture is one of Africa's largest flying birds. It is widely but patchily distributed across the continent, with a total world population estimated at just 8,500 birds. It is currently listed as "Vulnerable" because of a small overall population and severe declines in many parts of its range. These declines have largely been the result of deliberate and accidental poisoning, particularly by livestock farmers. The species may be particularly important in African ecosystems as it breaks open carcasses, allowing other vultures access to the soft tissues. This Action Plan sets out a conservation strategy to halt and reverse recent population declines, with the goal of removing the lappet-faced vulture from the IUCN list of endangered species.

Taxonomy

Three subspecies are recognised, of which the nominate is most widespread.

Numbers and Distribution

The species has a large but fragmented distribution in Africa and the Middle East but throughout the range often highly localised and uncommon, usually occurring at low densities (Table 1). It is absent from large parts of forested West Africa.

Table 1. Population, trends, distribution and seasonal occurrence of the lappet-faced vulture in Africa (incl. subspecies if appropriate). Note: data are made up

Country	Population (pairs) (<u>incl. date of estimate, qualifying code, cf. Europe</u>)	Distribution	Population trend (<u>quantify where possible</u>)	Seasonal occurrence
Egypt	<20	Local -restricted	Severe decline	Resident
Morocco	0	Extinct	Severe decline	Resident
Namibia	400?	Widespread	Decline	Resident
Nigeria	0?	Local or extinct	Severe decline	Oct-Apr
Saudi Arabia	500	Widespread	Increasing	Resident
South Africa	220	Widespread in north	Decline	Resident
Etc.				

Although population estimates for most countries are lacking, the total African population may be as low as 8000 birds and the world population less than 8500 birds.

[map not included]

Movements

Thought to be largely sedentary, but some movements recorded (up to a maximum of 1107km). Birds in protected areas often move outside them, making them vulnerable to persecution.

Protection status

Listed by IUCN as “Vulnerable”. CITES Appendix II. CMS Appendix II.

Table 2. Signatories to international conservation treaties and the number of IBAs and protected areas occupied by lappet-faced vulture in each country (out of the total number of IBAs and protected areas). [note: data are made up!!]

Country	CITES	Bern	Bonn	National legislation	No. IBAs <u>Non protected IBAs</u>	No. protected areas
Egypt	•		•	•	3/35	1/8
Morocco	•	•			0/19	0/4
Namibia	•		•	•	6/40	3/12
Nigeria	•	•		•	12/30	22/18
Saudi Arabia			•		4/27	3/14
South Africa	•	•	•	•	20/146	12/23
Etc.						

Add list of IBAs and protected areas in Annex

Relationship with other SAPs and biodiversity strategies

Being widespread, the species occurs in a high proportion of African countries and therefore overlaps in geographical area with other SAPs. Mammal conservation strategies aimed at reducing accidental and deliberate poisoning are likely to benefit this species. Add more detail.

Habitat requirements

Inhabits semi-arid or desert country with less than 400mm of rain annually and in savannah habitats with higher rainfall. Prefers open country with scattered short trees, both in lowlands and in montane zones such as Ethiopia.

Biology and Ecology

Usually occurs in pairs, both in the air and at carcasses except during the breeding season when one adult is on the nest. The maximum number reported at a single carcass is 30. Birds often gather in large numbers at waterholes, where they spend much time drinking, bathing and preening. Displaces all other vulture species at a carcass. Feeds at larger carcasses, from impala to elephant, including domestic livestock, and is often the last vulture species to arrive. At carcasses, specialises on feeding on skin, hair, tendons, ligaments and hooves, and is the only vulture which can use these parts of the carcass. This species may “open up” carcasses for other vulture species. May also actively predate a wide range of smaller mammals and larger reptiles, particularly when feeding nestlings. Other food items recorded are fish, flamingos and their eggs, ungulate placentae. In the 1990s, the species was

observed for the first time preying on live domestic stock (lambs). The species probably requires around 400g to 500g of meat per day.

Birds start to breed from the age of around 6 years. Nests are built in the tops of small (3-15m) trees, usually acacias; it apparently never nests on cliffs. Nests are very large, over 2m in diameter. More than one pair may nest in a single tree. Nests may be used for more than one year or replaced after one use. Usually a single egg is laid, though rarely two eggs. Incubation lasts around 55 days, both sexes share incubation. The parents closely guard the chick for the first two months of life, after which they visit the nest just a few times a day to feed the chick. During this time, chicks may be predated. Chicks leave the nest after around 4 months. Only around 40% of pairs successfully produce a flying chick each year, a low reproductive success rate that might limit the species' ability to recover from population declines. The reasons for this low productivity are unclear.

Threats and potential threats

The species is listed as "Vulnerable" by IUCN because of severe declines in population in many parts of its range. Throughout its range, instances of poisoning have been reported, and poisoning is likely to be the main cause of population declines and low numbers of birds. Recently a single rancher in Namibia killed 86 lappet-faced vultures, over 10% of the total Namibian population; he accused them of preying on his lambs. Vultures come into further conflict with farmers because of their accidental pollution of livestock drinking troughs while bathing. Vultures may feed on carcasses poisoned to control mammalian scavengers such as feral dogs or jackals. Poisoned collars fitted to livestock to kill mammalian scavengers and predators are often ingested by vultures. Feeding on poisoned rats was observed in the 1960s, leading to poisoning of the vultures. Vultures are also poisoned deliberately for traditional medicine purposes. Low level, non-lethal poisoning through the ingestion of livestock dipped to control insect parasites has an unknown effect but may be related to the low reproductive rate. Other threats include the loss of nest trees, increased disturbance by recreational use of off-road motor vehicles (particularly during the nesting period), drowning in farm reservoirs and powerline electrocution. In South Africa, the extinction of this species in the Western and Eastern Cape may have been due to the extermination of native game herds and possibly by deliberate persecution by farmers. Agrochemicals may also prove to be a threat.

(Problem tree to be completed during workshop)

Stakeholder analysis

(to be completed during workshop)

Factors influencing success of Action Plan implementation-Opportunities and risks of the species action plan implementation

Positive factors Opportunities:

- The species is large and distinctive, and its conservation could therefore attract favourable publicity
- Recent conservation work on the Cape Griffon shows that vulture conservation can be successfully achieved through a number of conservation measures, including working with the farming community to raise awareness of the species' threats
- Experience gained from Cape Griffon conservation in southern Africa and from Eurasian Griffon work in Europe will benefit conservation of this species
- Much research has been carried out on vultures around the world and a large group of experts is available for consultation
- Being extremely large, the species has high value for ecotourism
- Vultures are long-lived and generally breed readily in captivity
- Successful reintroductions of several vulture species have been achieved
- In some parts of its range, a high proportion of individuals are in protected areas
- Several agencies exist which specialise in raptor conservation
- Financial resources for raptor conservation are high compared with other groups of birds

Negative factors Risks

- Amongst farming communities in several countries, recent observations of predation of lambs are likely to engender adverse feelings towards the species
- The species has an apparently low reproductive rate, which if not improved will slow recovery
- Legal protection in many parts of the species' range is poorly enforced

Glossary of technical terms

Annex 14: Stakeholder Involvement (result of brainstorm in workshop 1)

Species Interest Groups

National	International
<ul style="list-style-type: none">• All the members participate in the development of SAP• Ask group to provide you with relevant information• Raise awareness about SAP• Coordinate the SAP preparation and production, circulation and implementation etc.	<ul style="list-style-type: none">• Representatives should be invited to the workshop• Group to host workshop• Ask group to provide you with relevant information• Can be requested to compile parts/all AP• Raise funds and awareness

Donors

- Make speeches at opening
- Provide financial support
- Provide technical support
- Take care over whom to invite

Media

- Invite them to opening ceremony
- Publicity (+ve)
- Provide contacts

Economic Interest Groups

- Economic support
- Identify the most important groups
- Involve them at all stages
- Identify their needs and characteristics
- Invite them if appropriate

Education Departments (national)

- Involve in organizing to undertake activities (invite representatives?)

International Conventions

- Lobby governments
- Invite representatives if appropriate
- Provide background information
- Can write a foreword if appropriate
- Endorse the SAP
- Provide contacts to potential donors
- Experts
- Harmonize plans with what already exists in international conventions.
- Possibility of SAP being accepted by international convention.

Scientific experts

- Technical input
- Background information
- Provide contacts with other stakeholders
- Potential implementing bodies

Local communities

- Provide indigenous knowledge
- Pre-workshop consultation
- Provide other information on ongoing activities
- Discuss with small interest groups in the community
- Site support groups are the potential implementing agencies

NGOs

- Ask to host workshop
- Provide information and funding
- Provide implementing agencies
- Publicity
- Provide contacts
- Identify potential donors
- Assist in identifying other relevant government officials to invite to the workshop and other stakeholders
- Advocacy

Tourism and Safari Operators

Assist to:

- Develop ecotourism
- Provide information
- Provide contacts and publicity.

Ministers and Personalities

- Should be invited for opening/closing of workshops
- Invitation for government departments channelled through ministers
- Foreword
- Endorsement
- Publicity

Government Departments

- Implementing agencies
- Involved in all actions
- Provide information and funding
- Host workshops
- Endorsements
- Provide experts
- Can chair certain sessions in workshops

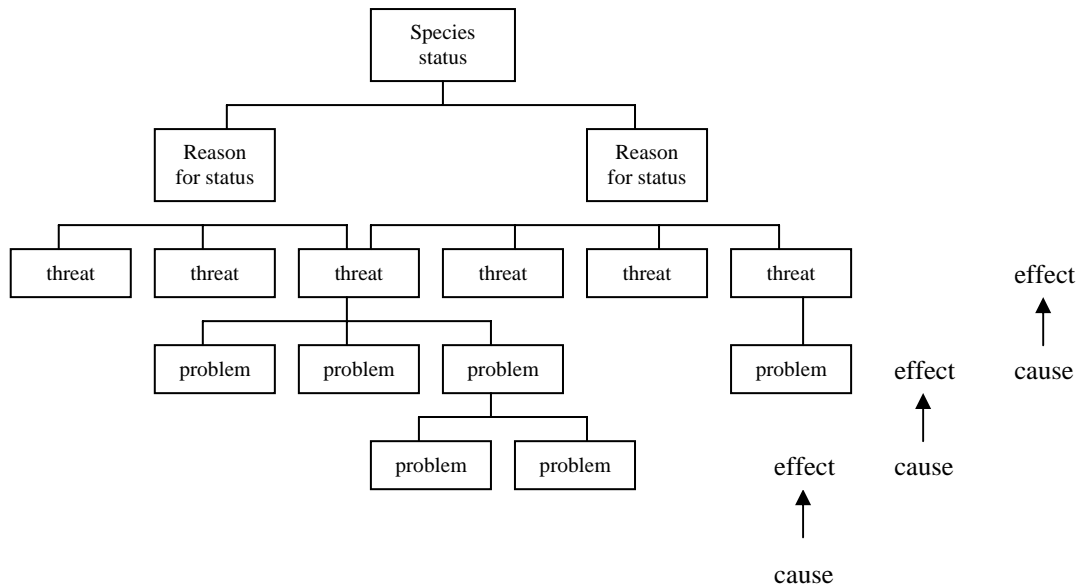
Annex 15: Stakeholder Analysis for the Lappet-faced Vulture (result of exercise)

Stakeholder	Characteristics	Interests	Impact on Species
Research Scientists	<ul style="list-style-type: none"> • Knowledgeable about species • Have capacity to research • Innovative • Have capacity to present their information • Authoritative • Encourage other research • Motivative • Competitive and careful • Have capacity to develop proposal for funding 	<ul style="list-style-type: none"> • Protection of species • Improving the status of the research and of the species • Obtain funds for further research 	<ul style="list-style-type: none"> • Identification of problems and solutions to guide management • Information for conservation action • Process is expensive and slow • species status may not be improved
Farmers			
<ul style="list-style-type: none"> • Local Association of Ranchers 	<ul style="list-style-type: none"> • Organised • Have only specific interest (pro-livestock) • strong political lobbying • Strong government services (consumers) • Generally wealthy membership • large scale land requirements 	<ul style="list-style-type: none"> • maximum production • maximum profit • no interest in conservation • obtain more resources from government • minimise livestock loses 	<ul style="list-style-type: none"> • destruction of habitat • drastic decline in the population of species • reduction in other biodiversity • habitat pollution • physical destruction of species • extinction of species • sources of food for other species • poisoning of non target species
<ul style="list-style-type: none"> • Crop farmers 	<ul style="list-style-type: none"> • Profit seeking • Richness • Acquisition of space • Use of inputs (manure /fertilisers/pesticides) which pollute the environment • exploit natural resources 	<ul style="list-style-type: none"> • Profit seeking • Acquisition of space to increase their farms 	<ul style="list-style-type: none"> • Direct destructive actions on the species (habitat/nest sites/preys) • make people aware on the impacts of their activities on the species • habitat destruction (nest sites) • reduction of population by poisoning and persecution • disturbance of ecological equilibrium • environmental pollution (indirect impact)
<ul style="list-style-type: none"> • Small livestock owners (sheep, goats) 			
<ul style="list-style-type: none"> • Large-scale cattle farmers 			
<ul style="list-style-type: none"> • Subsistence farmers 			
Agrochemical industry			
Species Interest Group			
<ul style="list-style-type: none"> • Vulture specialist group 			
Local population			
<ul style="list-style-type: none"> • Traditional healers 			

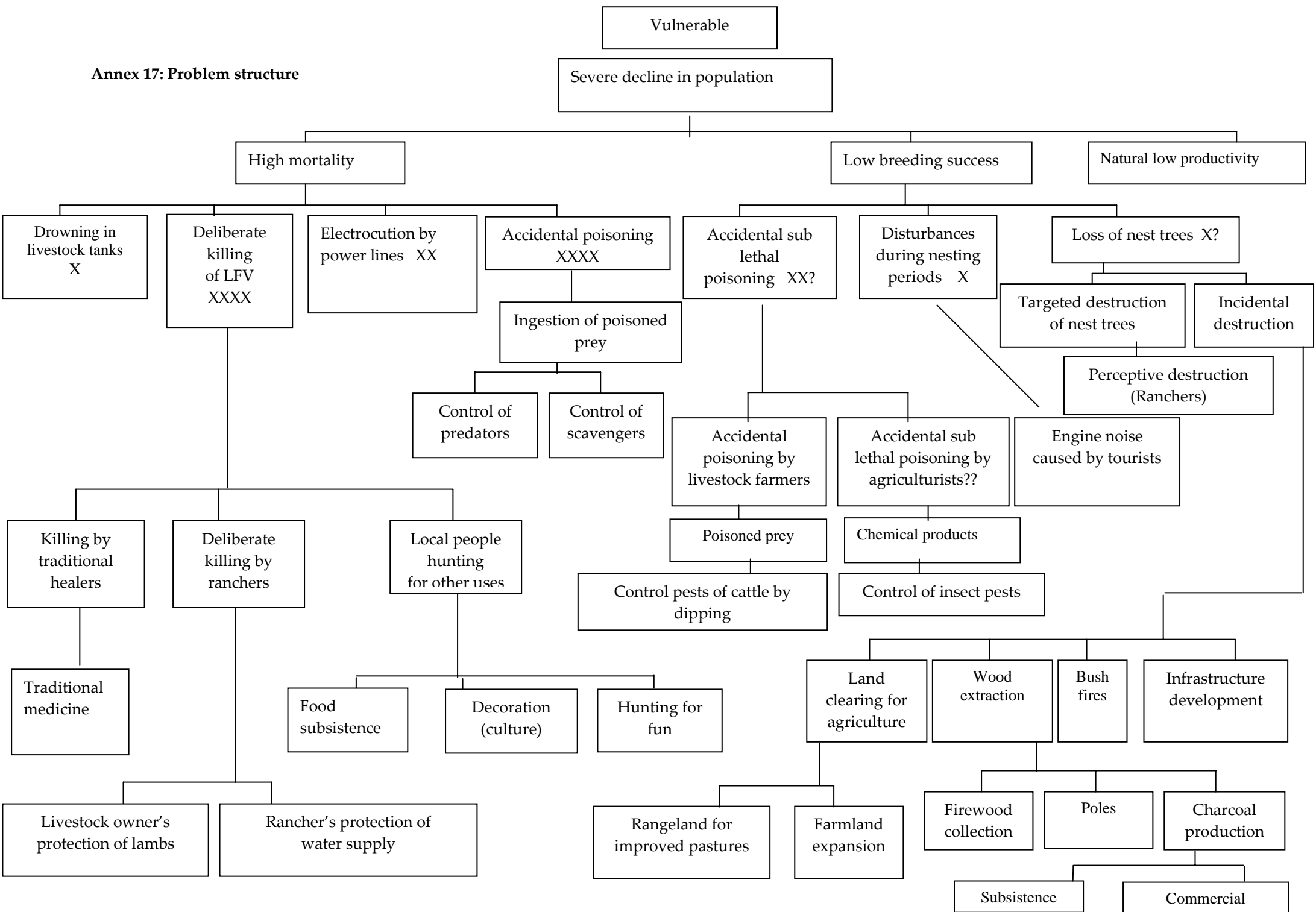
• Local community groups			
NGOs			
• Conservation NGOs	<ul style="list-style-type: none"> •partners involved in conservation •local based •organise structures which can mobilise human and financial resources 	<ul style="list-style-type: none"> •understand and protect the species •self training/establish contact •elaborate on the action plan for the species protection 	<ul style="list-style-type: none"> •increase in number of individuals of the species •protection of habitats •modification of population behaviour
Donors			
Governments:			
• Policy makers			
• Conservation departments			
• Cross-sectoral departments			
• Educations			
Etc.			

Annex 16: Principle of Problem Analysis

The aim of a species action plan is to improve the status of an individual species. The species faces a number of threats each of which are direct effects of problems, the problems are the *causes* of the threat. Each cause is in itself a problem and an effect of another causes. The problem analysis tries to present the present situation in a negative cause-effect relationship.



Annex 17: Problem structure



Annex 18: Roles and responsibilities of a workshop facilitator

Roles and Responsibilities for Group Work

- The facilitator: Guarantees the agreed-upon process
 - The Participants: Contribute ideas and build consensus
 - The Rapporteur: Production of report in time
- Essential ingredients for an effective, efficient and pleasant group work**
- Clarity and agreement in:
 - Expectations: what do we want to achieve? (objectives)
 - Process: How do we achieve the objectives and how long do we have?
 - Agenda
 - Clear responsibilities
 - Someone who guarantees the agreed-upon process
 - Someone in charge of the report
 - Participants willing to share

What is facilitation?

It is a **Method** that allows groups to advance toward their objectives in an:

- Efficient manner: using time well
 - Effective manner: orientating themselves toward making decisions and taking action
 - Pleasant manner: Favouring dialogue and avoiding confrontations
- What is the objective of facilitation?**

To make sure that:

- we all advance together
- no one stays behind
- we all arrive on time

Why do we need facilitation?

- To increase group productivity:
 - Generating **synergy**:
 - The total is more than the sum of its parts

Incorporating different points of view:

- Well-documented decisions

Developing commitment for action:

- Support to decisions adopted

- To avoid the dangers of working in a group:
 - Everyone pulls in different direction
 - Pleasant but not very productive work
 - Aggression of the group toward the individual
 - Agreements are easily forgotten, no follow-up

Responsibilities of a facilitator

- Plan venue, methodology and agenda
- Ensure objectives are in harmony
- Propose procedures to reach the objectives
- Propose modifications to the process
- Orientate the discussion towards the objectives
- Promote participation/ ensure no-one is left out
- Protect participants from attacks and aggression
- Supervise time to ensure all the business is completed
- Direct discussions impartially
- Support the Rapporteur

Personal qualities for good facilitation

- Capacity to listen
- Possess tact and subtlety
- Be firm but patient
- Creativity
- Flexibility

Handling difficult people

- The quarrelsome type: stay quiet and don't get involved. Try to stop him/ her from monopolising
- The positive type: great help in discussions. Use him/ her frequently
- The know-all type: let the group deal with his/ her theories
- The shy type: Ask questions, give credit when possible, use cards
- The uncooperative, rejecting type: Play on his/ her ambitions, recognise his/ her knowledge and expertise and use them
- The thick-skinned uninterested type: Ask him/ her about his/ her work; get him/ her to give examples of the work he/ she is interested in
- The highbrow type: Don't criticise him/ her, use the "yes-but" technique
- The persistent questioner (tries to trap the group leader): pass the question back to the group

Annex 19: Dos and Don'ts in workshop facilitation

DOs

- Observe participants all the time
- Watch/control your rapporteur
- Ask questions
- Get agreement by whole group
- Interrupt private discussions
- Advise your rapporteur
- Be rapporteur at the same time if appropriate
- Let the discussion flow
- Encourage participants
- Control dominant participants
- Dress appropriately
- Speak slowly
- Reflect back to group

DON'Ts

- lead the discussion
- turn back to the people

Annex 20: Single species conservation

Types of action

- Research and monitoring
- Habitat management
- Site protection
- Legal protection
- Species management
- Policy issues
- Publicity and education
- Community-based approaches (eco-tourism)

Northern Bald Ibis

Initial situation:

1) Breeding success <1 chick per pair

Threats

- Disturbance at colony
 - Fishermen
 - Birdwatchers
 - Grottes problem
- Predators
 - Ravens, Owls?
- Loss of nearby feeding areas (food shortage)
 - must define them

II) Adult survival must be kept above 80% ie very low mortality rate is essential

Threats

- Hunting
- Loss of feeding areas/safe ones nearby
- Disease incidents
- Pesticide poisoning

Activities

Legislation

- Protected status
- Designation /national park/no hunting areas

Wardening

- Preventing hunting/disturbance
- Control predators
- Grottes control

Installation of water points

Lobbying

Monitoring and research

Seychelles magpie robin

- ❑ SMR recovery programme started in 1990 with the clear vision: "To remove the species from its present Critical status on the IUCN LIST
- ❑ In 1990, only 22 birds on 1 island; now around 100 on 4 islands

Activities

- ❑ **Research and monitoring**
 - Heavy research input at all stages
 - Analyses of habitat use, diet, health, behaviour, demography, movement etc.
 - Annual monitoring to assess progress of plan
- ❑ **Species management**
 - Egg transfer and cross-fostering
 - Supplementary feeding
 - Predator eradication
 - Translocation
 - Captive breeding
 - Nest site protection
- ❑ **Habitat management**
 - Old plantations cleared to provide suitable feeding sites
 - Suitable habitat created on translocation islands
- ❑ **Site protection**
 - Protected areas created

- ❑ **Publicity and education**
 - Close work with other interest groups
 - Island owners and managers asked to join SMART
 - Much publicity in Seychelles and around world
- **Sustainability**
 - Huge tourist attraction (>10,000 visitors a year) generates local income

Reasons for success

- ❑ Only active stakeholders involved in SMART
- ❑ Change from overseas management to local team of stakeholders
- ❑ Use of foreign expertise (e.g. pest eradicators from New Zealand)

Conclusion after 10years

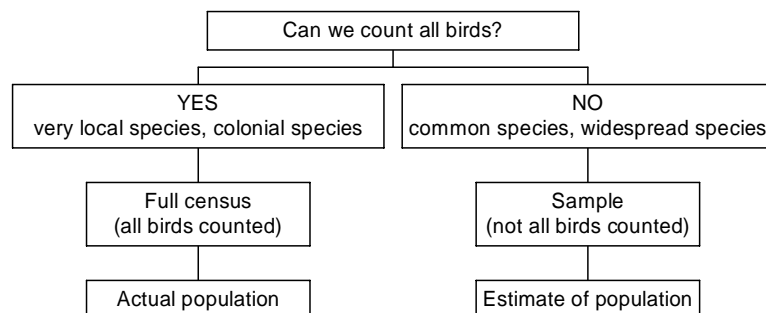
- ❑ Success depended on good science and pragmatic management
- ❑ “The conservation tool kit is neither standard nor static”
- ❑ “‘best’ practices must give way to ‘wise’ practices” – there is always an element of acceptable risk.

Annex 21: Research and monitoring

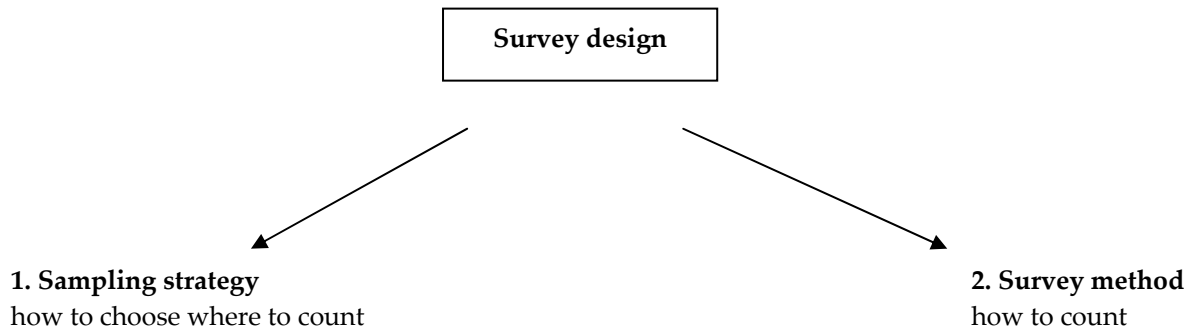
Monitoring and research

- ❑ Necessary to design SAP
- ❑ Necessary to assess success of SAP
- ❑ Provides scientific credibility
- ❑ May need to research and monitor things other than birds
- ❑ Generally time and labour consuming, often expensive

Can we count all birds?



Survey design



Monitoring

- ❑ Can be a one-off assessment (a survey or census or atlas) or a regularly repeated set of surveys (monitoring or surveillance)
- ❑ Provides information on numbers, distribution, habitat use etc. and, if done more than once, on changes in each

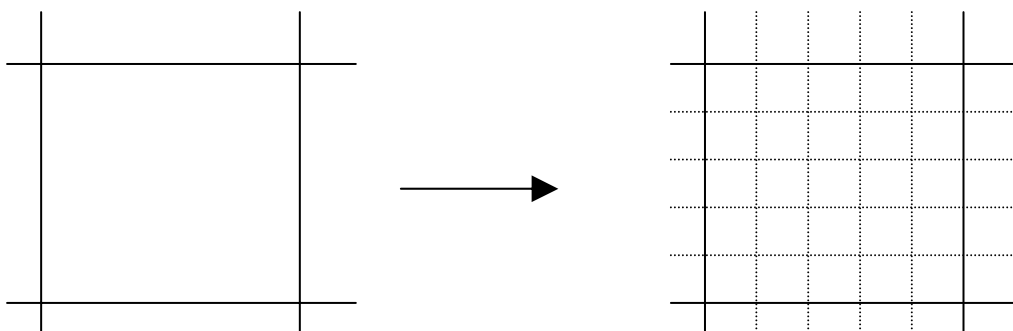
Sampling

- ❑ A way of estimating how many birds are present in areas we do not visit
- ❑ Assumes that the numbers of birds in areas we do NOT visit are the SAME as in the areas we do visit
- ❑ So the areas we do visit must be representative of the ones we do not visit

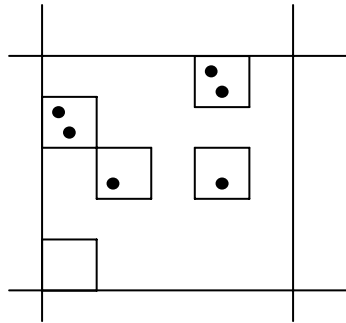
Random sampling

- ❑ Every possible sampling unit has an equal chance of being selected
- ❑ It is very difficult to sample randomly

1. Break the whole area down into bits that can be counted – these are sampling units.

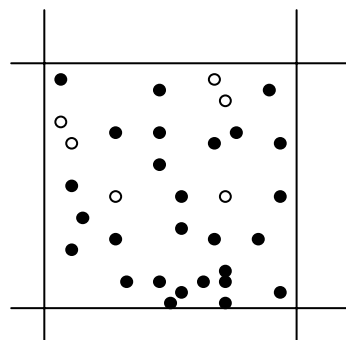


- count the birds in some randomly selected sampling units and estimate the population



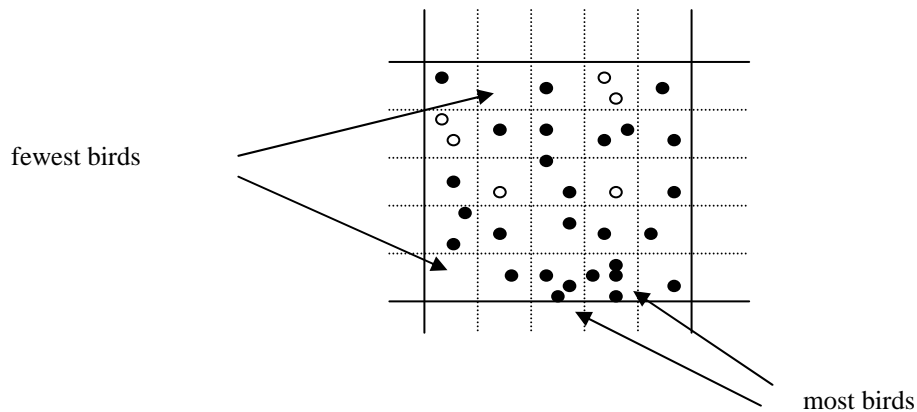
$$\begin{aligned} \text{Estimate} &= \text{number of birds counted multiplied} \\ &\text{by total number of squares divided by number of} \\ &\text{squares counted} \\ &= 6 \times 25 / 5 = 30 \end{aligned}$$

- random selection of sampling units will give a good population estimate



$$\begin{aligned} \text{Estimate} &= 30 \\ \text{Actual population} &= 33 \end{aligned}$$

- missing the squares with most birds in them doesn't matter



Random sampling is efficient

- Random sampling will give a good population estimate with far less effort than a full census

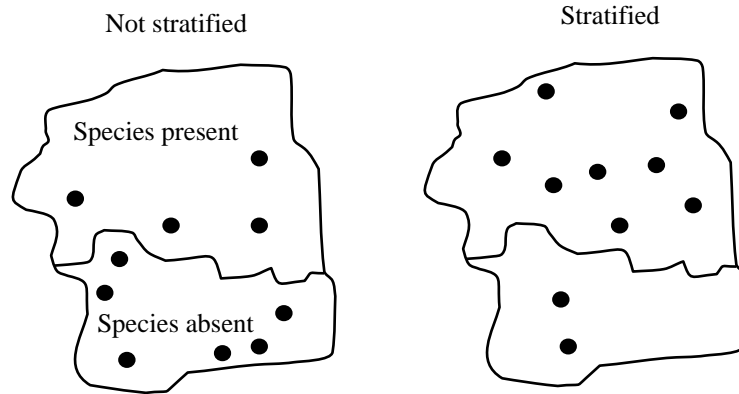
Random selection

- ❑ Choosing areas to survey *at random* will give the best population estimates
- ❑ Random sampling will miss many of the “best” sites, *but this does not matter*
- ❑ The larger the sample, the better the estimate

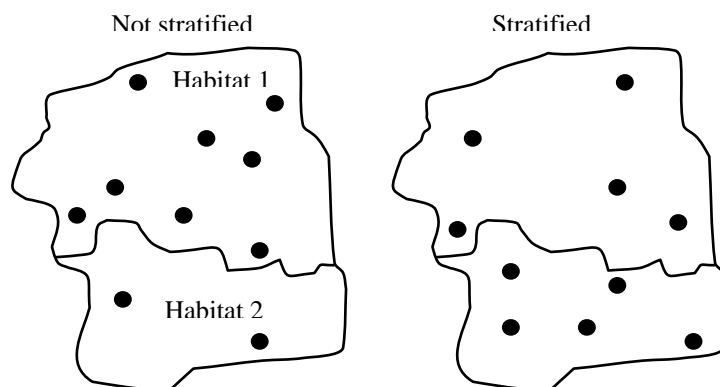
Stratification

- ❑ Uses prior knowledge to randomly sample more effectively
- ❑ Increases precision of estimate
- ❑ Ensures all habitats are covered

Example 1



Example 2



Research

- ❑ Covers a wide range of activities
 - ❑ Monitoring
 - ❑ Literature reviews
 - ❑ Analysis of existing data
 - ❑ Collection and analysis of new data

- ❑ Flexible and powerful – techniques now available to answer almost any question about birds
- ❑ Time and resource heavy – may take years for results to appear
- ❑ Results should always be published to prove their credibility

Annex 22: Lapped-faced Vulture: Action Programme (case study)

Duration=5 years

Vision:

Vision	Indicator
Lapped-faced Vulture downgraded from Vulnerable to Near-threatened threat status	Real date book entry

Add explanatory text

Aim

The aim of this five-year plan is:

Mortality of LFV reduced and evaluated	
--	--

Add explanatory text

Objectives

Indicator

1. Deliberate killing of Lapped-faced Vultures reduced in selected countries	Reported cases of deliberate killings increasingly documented and action taken by national law agency
--	---

Add explanatory text

2. Reduction in accidental poisoning	Number of scavengers found dead through poisoning
--------------------------------------	---

Add explanatory text

3. Importance of accidental sub-lethal poisoning predicated	Report
---	--------

Add explanatory text

4. Importance of loss of nest-trees evaluated	Report
---	--------

Projects (add explanatory text for each text)

Project	Countries	Overall Priority	Agencies responsible	Time scale	Indicators	Risks and Opportunities
A) Policy and Legislation						
1.1 identify legislation for protection of Lappet-faced Vulture	Ni, S, SA, N	*	BirdLife Partners	3 months	<ul style="list-style-type: none"> •Copies of Legislation available •Analysis of Legislation 	Identify loopholes in legislation
1.2 Identify legislation institutions with respect importation, use, etc of poisons with rapidly declining populations	SA, N	***	BirdLife Partners	3 months	Report	<ul style="list-style-type: none"> •Potential conflict with the chemical industry •Collaboration
1.3 Identify communication channels for reaching target audience	Ni, S, SA, N	****	BirdLife Partners	3 months	Report	Develop a communication strategy
2.1. Assessment of legal framework and reinforcement/strengthen/creation		**	Governments &NGOs	1-5 years	Document with law available	Conflict with farmers
B) Species and Habitats						
1.5 Outreach programmes for traditional healers	SA, N	*?	BirdLife Partners in SA + N +traditional healers	5 years	<ul style="list-style-type: none"> •Number of reported cases reduced •periodical survey 	Raise awareness
1.6 Outreach to ranchers and livestock owners	SA N	**** **↑	BirdLife Partners in SA + N + Ranchers association	5 years	<ul style="list-style-type: none"> •Number of reported cases reduced •periodical survey 	Potential conflict (Witchcrafts)
2.2 Identify and motivate livestock farmers to utilise alternative methods to reduce predators		****	Governments, NGOs, Research Institutions	2-5 years	<ul style="list-style-type: none"> • number of farmers who adopt the alternative methods •Number of alternative methods proposed 	Low number of people accepting the alternative methods
2.3 Identify and motivate livestock farmers to utilise alternative methods of agricultural pets		****	Governments, NGOs, Research Institutions	2-5 years	<ul style="list-style-type: none"> • number of farmers who adopt the alternative methods •Number of alternative methods proposed 	Low number of people accepting the alternative methods
2.4 Collect and bury all animals that have died as a result of poisoning e.g. rats, wild dogs		****	NGOs, Local people	1-2 years	Number of dead animals buried	<ul style="list-style-type: none"> •reduction of feeding grounds for scavengers •difficult to convince people to adhere
C) Monitoring and Research						
1.7 Baseline surveys conducted in all selected countries	All selected countries	****	BirdLife Partners, Government/Research Institutions	1 year	Report	<ul style="list-style-type: none"> •Strengthen position with stakeholders + donors •Information for

--	--	--	--	--

1.8 Establishment of a continuous monitoring programme	All selected countries	****		5 years	Report	<ul style="list-style-type: none"> ●Strengthen position with stakeholders + donors ●Information for comparison ●Advocacy tool ●Measures performance
2.5 Study the distribution and density of L.F.V		****	Research Institutions	1-5 years	Reports and publications	
2.6 Identify the type of poison which is sensitive/kills the L.F.V		***	Research Institutions	1-3 years	Poison identified	
2.7 Improving research techniques to control predators and pests		***	Research Institutions	1-2 years	Techniques found and improved	
D) Public awareness and Training						
2.8 Sensitisation of all stakeholders		***	Governments, NGOs, media	1-5 years	Reports, number of participants	Misunderstanding
2.9 Popularise new techniques of control/reduction of pests and predators		***	Governments, NGOs, media, Research Institutions	3-5 years		
E) Community involvement						
F) International						
1.4 International bodies lobby for the signing of relevant international protocols	SA, Ni, S, S	*	BirdLife Partners	5 years	The signed convention	<ul style="list-style-type: none"> ●International collaboration ●Government pressurisation

S=Saudi Arabia, SA=South Africa, N=Namibia, Ni=Nigeria, L.F.V Lappet-faced Vulture

Annex 23: Outline monitoring and evaluation plan

Record sheet (project monitoring)

Project	Agency	Cost	Indicator	Date of achievement	Assumptions/risks	Remarks

Activities M&E Plan

- Regular reports = progress
- Project co-ordinator
- Timetable
- Workplan: annual/ quarterly
- Bird monitoring and survey (if appropriate)
- Budget: activity based expenditure
- Audit
- Evaluation: mid-term and end
- Factors constraining the project
- Establish baseline data

Who does the M&E

- Donors
- BirdLife Partners and other NGOs
- Government
- Scientific community
- Consultant

Annex 24: Guidelines for working with media

Television and radio interviews

AT THE MICROPHONE

Some Do's

- Above all, BE YOURSELF – don't try to put on a "radio voice".
- Use your hands as you talk, to give "life" to your voice.
- Talk conversationally, as Alistair Cooke puts it, "to imagined close friends".
- Use chatty language; avoid literary phrases.
- Consciously try to relax – a couple of deep breaths before recording will calm you down.
- Do try to listen to yourself on tape.
- Listen to the radio – you can learn a lot from others (even from their mistakes).
- Practice if you have a tape recorder at home – play it back and listen to it with a critical ear.
- Remember that it is very easy for a listener mentally to switch off, so paint pictures, give examples and illustrations with which he/she can associate.

Some Don'ts

- Don't treat the microphone as a public address system.
- Don't talk too fast or too slowly.
- Don't talk down to your audience.
- Don't breathe too loudly into the microphone, turn your head.
- Don't make noises with your script or knock the table.
- Don't use jargon.
- Don't use abbreviations or initials without explanations.
- Don't bore the listener!

THE INTERVIEW FROM THE INTERVIEWEE'S POINT OF VIEW

You are the person with the information they want (the specialist, if you like). Collect in your mind what you believe to be the main points you should get over – if it helps, make very short headline notes – and be 100% certain that your facts are correct.

Don't feel too restricted by the questions. Answer them, of course, but by all means make additional points i.e. take the interview a step further. Answer briefly and succinctly as this will allow time for further questions and give you an opportunity to cover as much ground as possible. Do use conversational language – you're not a different person just because there happens to be a microphone pointing at you or a television camera in front of you. Avoid jargon and abbreviations; these only waste 'air' time if the interviewer has to ask for an explanation.

The listener will identify more readily with logical reasoning rather than bigotry. Recognising the existence of an opposite point of view will make you appear more human and will help your credibility. Professionalism, authority and a sense of humour come over well – so does insincerity.

The confrontation interview is more myth than fact, but the interviewer's job is to get the facts by putting to you the questions which he/she believes the listener would wish to ask. He/she will often play devil's advocate – this

is not designed to create a confrontation, but to get a better interview in that the 'harder' question should provoke a 'harder' answer, e.g. "Why did you decide to adopt this policy" is a much better question than "Tell me about your new policy".

Remember that, as a rule, you are not just aiming at the "one-off" interview – always keep in the back of your mind your opportunity to be an interviewee again because you made a success of it the first time.

The Interview

What we are talking about is a conversation with an aim. The interviewer will ask you for information and expect you to justify the reasons you give for a particular decisions or actions. So give the listener something to think about – paint pictures, give examples, relate what you are saying to everyday life. A good example or illustration can save a lot of time.

As a rule the interviewer will discuss with you beforehand the scope of the interview, although if you are broadcasting 'live' this may not be possible. You may reasonably expect the interviewer to outline the following:

1. The area(s) to be covered by the interview. Don't forget to offer your own ideas if there is something in particular you feel should be brought out which hasn't been mentioned. You have the right to know what the first question will be.
2. The duration of the interview. Making it run to time is not your responsibility, but be aware of the constraints which this imposes.
3. The context of the broadcast e.g. Why do they want to do a piece on this subject? Will they be talking to anybody else?
4. If you don't know the programme, what sort of person watches/listens to it. This may well influence the way in which you put across the information which the interviewer has to get from you.

THE TELEVISION INTERVIEW

When telephoned and asked to do an interview on television, ask:

- What time is the interview?
- Where is it?
- Why are they doing the interview?
- How long will it take?
- Can I have your telephone number?

Put down the phone and use the breathing space to think.
Contact your press office or other colleagues if necessary.

Ring back and tell them honestly if you can do it or not.

Ask:

- Are they interviewing anyone else on the same subject?
- Why do they particularly want you?
- What sources of information are they using as a base?
- Is it to be live or recorded?
- Will they be editing it and to what length?
- Will they be using film or other material to illustrate?

Preparation for the interview must be thorough. Don't feel you can walk into a television studio and speak entirely off the cuff. There are too many distractions to put you off!

- Pick no more than 3 main points with supportive arguments
- Put your message in simple terms
- Use simple anecdotes and analogies
- Learn your brief – you may not be allowed notes in studio
- Think positively
- Dress comfortably
- Arrange to arrive in plenty of time
- Meet the interviewer and find out as much as possible
- Let them do the fussing

During the interview:

- Relax but look alert – you know your subject better than they do
- Beware surprises – react to them naturally
- Don't let them butt in, but don't waffle
- Refute incorrect statements immediately
- Speak to the interviewer, not to the viewer
- Speak to the interviewer, not at him/her
- Don't use jargon
- Don't let them misinterpret your words. Correct immediately
- Avoid lists
- Don't fill pregnant pauses – it is probably a trap!
- Don't be side-tracked – stick to the subject
- Stay cool and don't lose your temper
- Get your points in regardless of non-related questions
- Speak clearly, using your voice and hands naturally
- Avoid nervous movements – don't be defensive
- BE POSITIVE – you wouldn't have been asked if we didn't need you

THE DISCUSSION

The purpose of a broadcast discussion is by no means always to reach a specific conclusion. It seeks mainly to put before the listener/viewer a number of points of view from which he/she can then make a choice, but unlike an interview where the time allowed is all yours. In other words, during a given amount of time two, three or even four people will be airing their differing points of view. The amount of time you get will, in the main, depend on you.

The Composition of the Group

You should remember that an invitation to join a discussion group has come your way because it is known that your point of view is likely to be at variance with that of others who are taking part. So when you are invited, ask **IN WHAT CONTEXT IS THE DISCUSSION TAKING PLACE?** and **WHO ELSE IS TAKING PART?** and, if you don't know them, it is important to ask **WHAT STANCE DO THEY REPRESENT?** This information should be freely available to you from the Producer or Researcher concerned. You are perfectly within your rights to ask for it. If the information is not forthcoming, or (given the information) you believe that it may not be in your interest or that of your organization to take part, you should ask yourself **SHOULD I ACCEPT THE INVITATION?** At the same time, though, bear in mind that:

- (a) it could be a lost opportunity
- (b) there will almost certainly be someone else from another organization only too willing to accept.

Preparation

Your preparation for a discussion group is very similar to that which you would make for an interview. However, with the added direction of "competitors", you should also anticipate their points of view. You must expect to come under attack from them and be prepared not only to stand your ground but be in a position to return their fire. Thus, your preparation will almost certainly include some research into their past performance as well as your own.

Beware

1. If you are to use facts and figures, be 100% certain that your information is accurate.
2. Never lack conviction, but always be prepared to listen to what others have to say.
3. Remember that professionalism, authority and a sense of humour come over well – so does insincerity.

"On Air"

Before the discussion group goes on "on air" check that the information the "chairman" has about you is accurate. No one minds being asked "How are you going to introduce me?" Is your name correct? Is the name of the organisation you represent correct? These details are obviously highly important to you and checking them before transmission or recording may save time and embarrassment during it.

What for of discussion follows will depend upon how the "chairman" handles it. As a rule you may expect him/her to introduce the topic and those taking part. Also, as a rule, he/she will then invite each of the group to state their own case. After that, although he/she 'steer' the conversation and probably put in his/her own questions from time to time, it is likely to become an 'open forum'.

Your job is to make sure that you get a chance to put over the points which you came to make and although the 'chairman' is there to help balance the discussion by bringing in other speakers when he/she feels necessary, you should never rely on this – there are no Queensbury Rules. That is not to say, though, that the idea is to take as much "air" time as you can in order to keep others out. A good 'chairman' will stop you and a practiced speaker won't let you get away with it.

Above all, though, do remember that you are in a competitive situation. If, say eight minutes have been allocated to a discussion group with three speakers and a chairman, you can reckon that about two minutes will be taken by the chairman in his/her introduction, in 'steering' the conversation and in his/her 'pay-off'. That leaves six minutes to three of you and the one who gets the viewer's vote gets it not because he/she has had more time than the others, but because he/she has made the best use of his/her fair share – and that's the person who'll be invited back.

Radio and Television Interviews II

Interviews are public performances, so you must:

1. Learn and practise your lines

- Get as fully briefed as possible
- In each answer, give a brief headline statement followed by a longer explanation. Don't go on for longer than 30 seconds
- Try to include a good 'quotable quote'
- Don't use jargon, technical terms or acronyms
- Don't ramble – you could lead yourself into a trap
- Practise – in a mirror or with a colleague/friend

2. Deliver your lines

- Don't interrupt the interviewer and wait at least 2 seconds before replying
- Always give full answers, not just 'yes' or 'no'
- Keep your voice interesting – give emphasis and intonation
- Don't refer back to earlier answers – if necessary just repeat what you have already said
- Always be enthusiastic

3. Look and sound professional

On TV:

- Look at the interviewer at all times, not into the camera
- Dress appropriately smartly
- Don't fidget
- Put suitable expression into your face
- Stand upright, lean slightly forward
- Check behind you that there is a suitable background – this should not distract the viewer from you

On radio:

- Keep your voice interesting
- Speak slowly

Remember:

- It will be helpful to discuss the opening of the interview before you start, so that you can gain confidence. You should ask what the first question will be, or suggest one to the interviewer
- Local radio/TV shows are desperate to fill their programmes
- If it's a live interview you cannot make any changes, but if it's recorded you may be able to look at it and re-record bits

Annex 25: The production of press releases, general roles

What does as a press release look like?

- Bold headline in capitals to catch the attention of the news editor
- Embargo date to ensure the story comes out when you want it to
- First summary sentence in bold
- Avoid technical detail – be more descriptive
- Keep it concise; 3-4 paragraphs, if possible
- Include suitable quotes from individuals involved
- Avoid too many figures in the main text
- Include a section ‘additional notes’ at the end for extra information, plus contact names and numbers

Press releases: a well-rehearsed format:

- PRESS RELEASE and EMBARGO DATE in bold and caps on the top of the page
- HEADLINE in bold caps
- First summary sentence in bold
- Body of 3-4 paragraphs
- Include a quote from CX or project leader, telling how excellent the news is and any other key message
- Author and further details contact information

Press release tips

- Produce a regular supply of articles – try to get a weekly/ monthly feature
- Be brief and to the point – try and keep to 1 page of A4 or how many words the editor wants
- Do not take advantage of the opportunity to do anything down unless that is the issue
- Always have time for a journalist but be careful what you say, even off the record

Press releases: Which are the best newspapers/ magazines to target?

- National newsletters may need to be persuaded to run your story, while local papers and magazines are usually desperate to fill their pages
- Produce a regular supply of articles to maintain interest
- Which will be the best way of getting your message to the audience you want?

Annex 26: RSPB press release and resulting press coverage

XXXXXXXXinsert press release p1

XXXXXXXXinsert press release p2

XXXXXXXXinsert press cutting p1

XXXXXXXXinsert press cutting p2

XXXXXXXXinsert press cutting p3

Annex 27: Draft press releases on the training workshop

Press release
For immediate use

**INTERNATIONAL WORKSHOP ON GLOBALLY THRAETENED BIRD SPECIES
ACTION PLANNING**

An international workshop on globally threatened bird species action planning hosted by Cameroon Ornithological club (COC) was held in Yaounde , Cameroon 30 November –5 December 2001. COC is a national NGO which is the local Birdlife International Partner.

Participants came from eight different countries (Burundi, Ghana, Uganda, Tunisia, Sierra Leone, Botswana, Cameroon, UK) for training in planning conservation actions on globally threatened bird species are expected to be able to develop action plans for the conservation of globally threatened bird species in their various countries.

Dr. Dieter Hoffmann, one of the two facilitators from UK emphasised that this approach based on species conservation is complementary to that of site conservation.

This workshop which was technically and financially supported by the Royal Society for the Protection of Birds (RSPB), Nature Uganda and the Darwin Initiative falls in time with the BirdLife International Africa Partnership for Sustainable Biodiversity Conservation Action.

For Further information, contact: Russell II Mbah Bian, Cameroon Ornithological Club (COC) P O Box 3055
Messa-Yaounde, Tel:237-221-16-58, Email: bianrusell@yahoo.com/coc@ iccnet.cm.

PRESS RELEASE
For Immediate use

PROGRAMME TO PROTECT THREATENED BIRDS IN AFRICA INITIATED

A conference was held in Yaounde, Cameroon this week to coordinate the actions among African countries to address the problems encountered by certain threatened bird species.

The coordinated effort is being sponsored by BirdLife International, The Royal Society for the Protection of Birds (RSPB) and the UK funded Darwin Initiative.

Mr. Mohammed Mansary representing the Sierra Leone Wildlife Department indicated that the exchange of ideas discussed during the conference will go a long way towards helping the recovery of our threatened birds.

For more information, contact
Ghana Wildlife Society
PO Box 13252, Accra
Tel: 233-21-665197
Fax: 233-21670610
Email: wildsoc@igmail.com

PRESS RELEASE
For Immediate dissemination

“The new effort for the conservation of globally threatened bird species in Africa”

Are you aware? There are more than 1000 threatened bird species in the world and of these, 349 occur in Africa. Because of this, BirdLife International and its African partners in 1999 initiated the project “Action plans for the conservation of globally threatened birds in Africa”.

With funding from the Darwin Initiative and co-executed by the Royal Society for the Protection of Birds and Nature Uganda, the project has a prime goal of building capacity of 17 partner organisations of BirdLife International and government representatives to prepare action plans for the conservation of threatened birds in Africa.

In respect the project’s objective, Association Burundaise pour la Protection des Oiseaux (ABO) and one member of Burundi National Institute for the Environment and Nature Conservation (INECN) have participated in a training workshop to prepare action plans which took place from 30 November – 4 December 2001 at Yaounde Cameroon.

This workshop marks the end of the first phase of the project. This will be followed by the workshops to prepare the real action plans. A total of 8 International and 15 national action plans will be produced during the three years of the project.

For more information, contact:
Monique Barihuta
Tel: 257820251
B.P. 6990, Bujumbura

Annex 28: Species Interest Group: composition and purpose

Species Working Group and Species Interest Group

(Result of brainstorm)

Definition of a Species Working Group (SWG):

- A group of experts interested in the species
 - Have a lot of knowledge about the species
 - Are interested in the conservation of the species
 - Are cross border
 - May have different backgrounds
- Monitor the species
- Members of the Species working group include: Partner Organisations, NSAPCs, African Species Working Group Coordinator, Government and relevant stakeholders.

Definition of a Species Interest Group (SIG):

- People interested in the conservation of the species
- Includes people disinterested in the species
- People interested in killing/conserving the species
- For a given species, all members of the SWG are members of the SIG ie SWG is a subset of SIG

Members:

- NSAPCs
- Government Agencies
- Research Institutions
- Scientific experts
- Local Bird Guides
- Local community representatives
- Educationists
- People who consume the species directly or indirectly
- Media
- People negatively affected by the species

The species co-ordinator should be enthusiastic about the species and volunteers for the position. Selection should be by consensus rather than voting.

Role of a Species Interest Group

- Provide information on the species
- Project selection
- Potential sources of funds
- Define threats and conflicts of interest
- Identification of recovery strategies

Annex 29: How to sell BirdLife/Advocacy

What is advocacy:

- Defending interests
- Promoting a position
- Promote our intentions
- Promote and defend
- Make yourself known

How to sell BirdLife

- Define own objectives
- Develop a strategy for selling ourselves (incl. Defining target)
- Define means necessary
- Get list of people to get invited to comment on important issues
- Be perceived as a resource on birds and environmental issues at working/policy level
- Personal contacts with other established NGOs
- Be very knowledgeable about BirdLife International/your organisation
- Access to relevant documents
- Publish our results
- Image needs to be recognised-branding everything
- Introduce yourselves to new diplomats/MPs, etc
- Get yourselves invited to events/conferences
- Maximise exposure
- Provide services
- Press releases
- Newsletters, calendars, pens
- Document your profile
- Involve government representatives in training
- Media-TVs, radios, etc
- Invest in long term eg in students/keep in contact
- Use nature clubs
- Public events eg wildlife week
- Promote the organisation with friends and family

Annex 30: Means of communications

Means of communications among NSAPCs

- Email
- Postal
- Telephone
- Fax
- Face to face
- “Email discussion group” – cc to all NSAPCs
- Page in BirdLife International Newsletter which is produced once in six months)
- Web page

Preferred options underlined

Means of communicating the project to others




International:

- Articles in Africa Birds and Birding, ABC Bulletin, WWF magazine, AWF magazine, ...
- E-mail to Africa Birding
- Web-page (Partners, BirdLife)

National:

- National bulletins, magazines, reports
- Partners’ newsletters
- Partners’ web sites
- SIG newsletters
- Distribute project leaflet to interested parties

Annex 31: Daily Evaluation/ Moodometer

			
Day 1		●●●●●●●●●●	●●●●●●●●
Day 2		●●●●●	●●●●●●●●●●●●●●
Day 3		●●●●	●●●●●●●●●●
Day 4		●●●●●	●●●●●●●●●●
Day 5		●●	●●●●●●●●●●
Overall		●●●●●	●●●●●●●●●●●●●●