BirdLife
INTERNATIONAL

Action plans for the conservation of globally threatened birds in Africa

Species Action Plan Development Manual

A model species action plan format

A model species action planning process

Edited by Eric Sande, Steven Evans, Peter Newbery, Paul Buckley, Paul Donald and Dieter Hoffmann (2005)

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What is BirdLife International?

BirdLife International is a global Partnership of people working for birds and the environment that is present in more than 100 countries. Over five million people support the BirdLife Partnership of national non-governmental conservation organisations (Partners) and local networks (site support groups or IBA caretakers). The BirdLife Partnership works together on shared priorities, programmes, and policies, learning from each other to achieve real conservation results.

Each BirdLife Partner or Partner Designate represents a unique geographic area or territory (most often a country). In addition to Partners, BirdLife has Affiliates and a flexible system of working groups, including some Bird Specialist Groups shared with Wetlands International and/or the Species Survival Commission (SSC) of the World Conservation Union (IUCN), each with specific roles and responsibilities. The BirdLife Partnership in Africa comprises 19 autonomous organisations in 19 countries, that together have over 30,000 members and over 300 paid staff (see back cover).

Our Mission

The BirdLife International Partnership strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources.

Our Vision

The BirdLife Partnership is working towards a world where nature and people live in harmony, equitably and sustainably.

Our Purpose

The BirdLife Partnership works to conserve bird populations, and the sites and habitats important for birds and other biodiversity, so as to:
- Prevent the decline and extinction of species in the wild
- Help, through birds, to maintain diverse natural environments and enrich the quality of people's lives
- Sustain the vital ecological systems that underpin human livelihoods.

Our Commitment

The BirdLife Partnership is committed to ensuring that birds survive and flourish as a vital part of the natural world on which future generations depend. In the process, BirdLife will empower people and contribute to the alleviation of poverty, and strive to ensure sustainability in the use of natural resources.

BirdLife International works with local communities, national and local governments, decision-makers, landowners, landless and others, in pursuing bird and biodiversity conservation. The global work of the BirdLife Partnership is funded by voluntary donations

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A BirdLife International Africa Partnership Publication

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Contents

Summary

Africa contains more than 300 threatened species of birds that would significantly benefit from the compilation and implementation of Species Action Plans. Until recently, the capacity for this form of species conservation planning in Africa was limited. Through the Species Action Planning Project, jointly funded by the UK Darwin Initiative and the RSPB, the BirdLife International Africa Species Working Group and the RSPB have built the capacity of African NGO's and governments in species action planning. In addition to training more than 100 African conservation lists and decision makers in species conservation, the BirdLife Africa Species Working Group, the RSPB, BirdLife Africa Partnership, governments and other NGOs collaborated to produce an International Species Action Plan format and process which has been approved by BirdLife's Council for the Africa Partnership. The format and process for translating an international plan into a national (country specific) action plan has also been developed.

Experience has shown that species action plans make a real contribution to conservation. This manual is meant to act as an aid to African conservationists when preparing action plans for their priority species. It was developed for work on birds, although the format has been successfully used to develop plans for other taxa.

General introduction

In Africa, the conservation of birds has mainly been through the identification and conservation of priority sites (for example, some of Africa's 1200+ Important Bird Areas). However, some species do not benefit sufficiently from site conservation approaches, because they are migratory or disperse widely, and therefore need a species conservation approach across their entire range. It was recognised that the interests of BirdLife Partners in the conservation of particular species could be used as a nucleus to form African species interest groups, working for the conservation of their species of interest. The Africa Species Working Group (ASWG) was formed in 1998 by the Council for the Africa Partnership (CAP) to lead single species conservation initiatives on behalf of the BirdLife International Africa Partnership.

Funding was provided by the UK Department for the Environment, Food and Rural Affairs (Defra) under the Darwin Initiative for the Conservation of Species and the RSPB. In April 2001, the ASWG and RSPB started a 3-year Species Action Plan (SAP) project entitled 'Action Plans for the Conservation of Globally Threatened Birds in Africa' in 2001. The SAP Project was coordinated by Nature Uganda, BirdLife South Africa and the RSPB on behalf of the BirdLife Africa Partnership. The SAP project has prepared action plans for priority species in Africa. Africa currently has around 350 globally threatened species (critically endangered (CR), endangered(EN), vulnerable(VU), conservation dependant(CD), near-threatened(NT) and data deficient(DD)) ('Threatened birds of the world' 2000/www.birdlife.org).

The SAP project has built the ability of representatives from African NGOs and governments to develop species action plans. The SAP Project has prepared international and national action plans for: Spotted ground thrush *Zoothera guttata* **(EN)**, Grauer's rush warbler *Bradypterus graueri* **(EN)**, Blue swallow *Hirundo atrocaerulea* **(VU)**, Grey-necked picathartes *Picathartes oreas* (**VU**), White-necked picathartes *Picathartes gymnocephalus* **(VU)**, Lappet-faced vulture *Torgos tracheliotus* **(VU)** and Houbara bustard *Chlamyodotis undulata* (upgraded from **NT** to **VU** in 2004). This is the first set of species for which action plans are being prepared and implemented. The ASWG will endeavour to produce more

action plans for species that require them in order to stimulate, coordinate and monitor conservation actions.

The BirdLife Africa Partnership define a Species Action Plan as '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'. Through the development and implementation of a species action plan, numbers of the Seychelles magpie-robin increased from 23 individuals in 1990 to 100 in 2002. In Europe, detailed SAPs are available for all threatened and near-threatened species (24 currently available) occurring in the region. A review of their implementation is under way. The RSPB has compiled a number of SAPs. There are plans to develop SAPs for all 41 Critically Endangered Asian species.

The need for a Species Action Plan training manual

By March 2004, the SAP Project had held a total of 27 workshops. These include workshops to develop the format and workshop process for developing international and national species action plans, species conservation training workshops and stakeholder workshops that compile the international and national species action plans.
A total of approximately 160 people participated in at least one workshop and 7 international and 15 national species action plans have been produced. However, the analysis of African species indicated that 46 urgently require action plans. Potentially all 350 globally threatened African species would benefit from the production and implementation of species action plans.

The training manual provides an aid to the people trained under the SAP Project and anyone else who wishes to use the BirdLife Africa Partnership approach to prepare species action plans. The approach is not restricted to birds and can be used to prepare action plans for any threatened species. Indeed, the Wildlife Conservation Society and Uganda Wildlife Authority have used the BirdLife Africa Partnership process to develop a Chimpanzee Action Plan for Uganda.

Section 1: BirdLife International's Africa Species Action Plan format

Introduction

The BirdLife Africa Partnership, in collaboration with the RSPB, developed the BirdLife International Africa species action plan process and format. This was achieved by analysing the strengths and weaknesses of species action plans developed in Europe and Asia, and improving on these for use in Africa. Unique to the African process is the involvement of government representatives in the international and national action plan stakeholders workshops, and the participative development of the plan.

Annex 1 contains a summary of the BirdLife Africa Species Action Plan Format. The format has five major components: Executive Summary, Introduction, Background Information, Action Programme And Monitoring And Evaluation Plan.

Executive summary

This should be no more than one page and should in all languages commonly used by the stakeholders attending the workshop.
The executive summary should clearly and precisely highlight status, distribution, conservation priority and threats to the species;
the history of the plan and stakeholders, the aim, objectives and major activities of the plan plus its wider benefits.

1 Introduction

The introduction should also be no more than one page and should introduce the species (distribution, status, habitats and basic ecology threats), factors limiting its recovery and key stakeholders. The aim and objectives of the plan with timescales should be mentioned in the introduction. The biodiversity justification, benefits of the plan and the anticipated outcome to species and communities should be highlighted.

2 The background information

This important section of the plan highlights the currently known species information and is used as the basis on which the (subsequent) action programme is built. It should be prepared well ahead of the workshop, circulated to stakeholders and/or workshop participants for comments and finalised during the species action plan stakeholder workshop. BirdLife International's publications 'Threatened birds of the world' (2000) and 'Threatened birds of the Africa' (1985) are a good starting point when preparing the background information document on a species. The data zone on www.birdlife.org gives the most up to date information on status. Other internet based databases such as Ingenta (available under http://www.ingenta.com) are also useful for obtaining published information on species.

2.1 Taxonomy

The following taxonomic information on the species should be included: class, order, sub-order, family, genus, species, sub-species. The English, French and the name of the species in any other languages deemed appropriate from the range-states of the species should be added.

2.2 Distribution and population status

2.2.1 Global distribution

information should be presented nationally by country as set out below (Table 1). The population estimate (numbers) and population trends (increasing, stable or decreasing) are coded using the quality codes (A = reliable, B = incomplete; C = poor; U = unknown) as used in BirdLife International's World Bird Database. References can be noted order 'notes' although they will normally by shown in Table 2.

Table 1: Global population, distribution and trends

Country	Population (plus quality code)	Distribution	Population trend (plus quality code)	Seasonal occurrence	Notes
1					
2					
3					
.					
.					
Total	Individuals				

2.2.2 Local distribution

All distribution and population information available at the sub-natural level region/site) should be presented on a country by country basis (see Table 2). The known and potential sites are indicated as k=known and p=potential sites in the number of sites column.

Table 2: Local distribution of species

Country	Region /Province	Site (IBA site no. if applicable)	PA status	No. of Sites	No. of pairs (if applicable)	References	Notes

2.3 Movements

For migratory species it is necessary to specify whether they are
intra-African, Palaearctic or altitudinal migrants and, if known, the times of the year when they arrive and leave their breeding grounds. A map illustrating the breeding and non-breeding range and migratory routes should be included if available.

2.4 Protection status

The national legislation and the international conservation conventions that the species range states have ratified should be summarised in a table (Table 3).

Table 3: National legislation and signatories to international conservation conventions relevant to the species.

Country	National legislation	CITES	CBD	UMB	AC	RS	WHC	CMS	Other

CITES=Convention on International Trade in Endangered Species, CBD=Convention on Biological Diversity, UMB=UNESCO Man and Biosphere, AC=African Convention, RS=Ramsar Conservation on Wetlands WHC=World Heritage Convention, CMS=Convention on Migratory Species

2.5 Relationship with other SAPs and biodiversity strategies

Countries already have ongoing biodiversity strategies such as National Biodiversity Strategy and Action Plans (NBSAPs), National Environmental Action Plans (NEAPs), National IBA Conservation Strategies (NIBACs) Site Conservation Action Plans and other Species Action Plans. The action plan of the species being prepared particularly at national level should make use of the opportunities of existing strategies to avoid duplication of work.

2.6 Habitat requirements of the species

The habitat requirements of the species and reasons why they are essential should be highlighted. This may include general or very specific habitat requirements: For example the presence and orientation of rocks, caves and cliffs are essential for nesting by both grey-necked-and white-necked picathartes, which inhabit the lowland tropical forest of west Africa.

2.7 Biology and ecology

Available concise information on the biology and ecology should be highlighted and referenced. Aspects of the biology and ecology of the species that are not known but believed to be relevant should be noted.

2.8 Threats and potential threats (problem analysis)

Each of the globally threatened birds highlighted in 'Threatened birds of the world' (2000) or on www.birdlife.org, is categorised as either critically endangered, endangered, vulnerable or near threatened based on specific criteria including the estimated population size. Issues or threats that affect the species directly or indirectly should be indicated. The degree of threat to the species should be prioritised as low (◆), medium (◆◆), high (◆◆◆), critical (◆◆◆◆) and unknown (?). These may vary from country to country within the species range. The threat or problem analysis is however finalised during the stakeholder workshop where current knowledge on the priority issues/threats with respect to the species and the gaps in existing knowledge are highlighted .

2.9 Stakeholder analysis

These are people or groups of people who directly or indirectly affect the species positively or negatively, or are affected by it and its conservation. Stakeholder analyses involve assessing individuals and groups of individuals relations with on a species. The assessment is done by considering peoples' interest, their activities, how their activities impact on the species (positive or negative), the intensity of the impact (low (◆), medium (◆◆), high (◆◆◆) and critical (◆◆◆◆)) and proposed action(s) (Table 4).

The African Partnership identified 12 stakeholder groups in the action planning process in Africa (Workshop Report 1, Annex 2). It is logistically and financially not possible to involve the representatives of all these groups in an international species action plan workshop. Usually one government and 1 NGO representative from each of the species range-states are invited to participate in the international workshops. However, for national workshops it is vital to invite representatives of most if not
all stakeholders.

Table 4: Stakeholders analysis

Country	Stakeholder group	Interest /Mission	Activities	Impact	Intensity	Proposed activity

A thorough stakeholders analysis before the workshop allows one to get a good idea of the appropriate groups to involve, the knowledge that stakeholders have about each other and about the species, the opportunities that exist among the stakeholders for preparing and implementing the action plan, the appropriate stakeholders that should be invited to the workshop including the critical stakeholders without whom the workshop should not take place. It has been found that 25-30 participants are the maximum readily managed by each workshop facilitator.

However, many more individual stakeholders will be involved in implementation of activities contained in the species action plan. It is also important to constantly engage the individual stakeholders who were not invited or failed to attend the workshop in the process as they may be crucial in SAP implementation.
Local community involvement is very important. If possible, they should be represented at the stakeholder workshop.

2.10 Factors influencing success of action plan implementation

In addition to incorporating the plan being prepared into existing biodiversity plans and strategies, it is important to consider the risks and opportunities affecting implementation of the action plan. The following headings are provided as a framework to this assessment:
- **Socio-cultural effects and cultural attitudes**: Are there local cultural attachments of the species which can enhance its persecution or protection?
- **Economic implications:** Does the species have monetary value? e.g Some species are captured and sold to bird traders.
- **Existing conservation measures:** Are there any ongoing projects which can directly or indirectly benefit the species? What are the strengths and weaknesses of these projects?
- **Administrative/political set-up:** The plan being prepared will not change the existing political/administrative set-up. It is therefore crucial that the activities in the plan will fit into existing institutional frameworks.
- **Biology of species:** For very well known species, knowledge on how specialised its breeding requirements are, whether it can breed in captivity, its life span, and any other specific information can influence the implementation of the plan. Gaps in knowledge may also affect success.
- **Local expertise and interest:** Are there local experts i.e. local people who have experience with the species and are interested in conserving it. The people do not have to be scientists.
- **Appeal of species (eco-tourism):** How charismatic is the species. Is it appealing to the general public, politicians, etc

- **Resources:** Are there any opportunities for resources (human/financial) for the implementation of the plan?

These factors affect the effective implementation of the action plan. The risks and opportunities under each factor can be summarised as shown in Table 5. The existing conservation measures in place can be summarised in another table as on-going projects.

Table 5: Factors affecting action plan implementation

	Risks	Opportunities
Socio-cultural effects		
Economic implications		
Existing conservation measures		
Administrative/political set-up		
Biology of species		
Local expertise and interest		
Cultural attitudes		
Appeal of species (eco-tourism)		
Resources		

3   Action programme

This is a critical section of the plan as it indicates what needs to be done, ie the vision, aim, objectives and projects or actions. The aim, objectives and projects or actions are derived from the problem analyses. Up to date information, IUCN Red List criteria, Red Data Book, World Bird Database should be used when applicable so that standard terminologies are used throughout the text.

3 1   Vision

This is the long term end desired state, dream or wish for the status of the species. The action plan only contributes to the vision which is usually longer than the life-time of the plan. The vision for a threatened species can be to remove it from the threatened list of species or to lower the threat status.

3 2   Aim

This outlines what the plan wants to achieve over a 3–5 year period and contributes to completion of only a portion of the vision. The aim should be Specific, Measurable, Achievable, Realistic and Time-Bound (SMART). An aim should have a set of indicators. Indicators can be compiled by asking, 'How am I going to indicate (show) to someone that the aim has been achieved?' Each indicator should be SMART. The aim might differ between the national and international plans. The national plan should refer and contribute to achieving the aim of the international plan. The aim should contribute to achieving the vision.

3 3   Objectives

 Objectives unpack the finer details of the aim. Achievement of all the objectives should mean that the aim of the action plan has been achieved. Objectives should also be SMART. An objective should not be stated as an activity but as something that has already been achieved. Each objective should have a set of indicators. Indicators can be compiled by asking 'How am I going to indicate (show) to someone that the objective has been achieved?' Each indicator should be SMART. The objectives should be prioritised according to their contribution to the conservation of the. The following scale can be used to prioritise the objectives: low (◆), medium (◆◆), high (◆◆◆), critical (◆◆◆◆).

There should be a justification for vision, aim and objectives. An example of how the description, justification, and indicators for the vision, aim and objectives can be summarised is shown in Table 6.

Table 6: Vision aim and objectives: their justifications and indicators

Vision (10 years)	*Description and justification*	*Indicators*
Aim (5 years)	*Description and justification*	*Indicators*
Objectives	*Description and justification*	*Indicators*

3.4 Projects/activities

Projects unpack the finer details of the objectives. A project is a broad concept of what needs to be done and includes a set of activities. Achievement of all the projects listed for an objective should mean that the objective has been achieved. Like the vision, aim and objectives, the projects should also be SMART.

In order to evaluate the thoroughness with which projects or activities have been determined, they are listed under the headings: policy and legislation, species and habitat, monitoring and research, public awareness and training and community involvement. A review should be completed to ensure that the timing of the various projects or activities has been correctly determined and that there are no projects or activities (steps in the process) missing.

3.5 The Projects Table

This is a summary of the projects or activities. It provides information on the relative priority of each project or activity to the conservation of the species, countries where specific projects are of high priority, agencies responsible for undertaking them, cost, time scale, indicators and risks and opportunities. Table 7 provides an example of a projects table.

- **Project:** each project is numbered with a binomial. The first number indicates the objective to which it belongs, and the second number indicates its position in the list of projects under an objective, eg project 3.4 is project 4 listed fourth under objective 3. In the projects table, projects or activities are listed under the headings policy and legislation, species and habitat, monitoring and research, public awareness and training and community involvement. Hence, activities from different projects may be included under each of these headings – see Table 7
- **Countries:** This is an indication of the country or countries within the species range where the project is relevant. Certain projects or activities may only apply to a portion of a species entire distribution range.
- **Overall priority:** This should indicate the relative importance of the project to the conservation of the species. Projects can be prioritised as of low (◆), medium (◆◆), high (◆◆◆) or critical (◆◆◆◆) importance
- **Agencies responsible** for the implementation of the project should be stated. It is important to highlight the one that will take the lead.
- **Cost:** The approximate cost for the specific project should be highlighted as ◆ for < US$ 10,000, ◆◆ for US$ 10,000 – US$ 50,000 and ◆◆◆ for US$ >50,000.
- **Time scale** indicating length of the project/activity and its intended start and end dates

- **Indicators** showing how you will indicate (show) to someone that the project/activity has been achieved.
- **Risks and opportunities** specific to each project should be highlighted and monitored. Projects/activities may need to be included that address a problem raised by risk or capitalise on an opportunity.

Table 7: An example of a Projects Table

Project	Countries	Overall priority	Agencies responsible	Cost	Time scale	Indicators	Risks and opport unities
A) Policy and legislation							
1.1 Name of project	List of countries with priorities ◆◆◆, ◆◆◆◆	Score ◆-◆◆◆◆,?	Generic for international, specific for national plan	◆-◆◆◆	Length, start		
1.2 Name of project							
3.4 Name of project							
B) Species and habitat							
1.5 Name of project							
C) Monitoring and research							
D) Public awareness and training							
E) Community involvement							
Etc.							

4 Monitoring and evaluation (M & E) Plan

The M & E plan is the means by which progress towards achieving the projects/activities, objectives and aim of the action plan are determined. The M & E plan is prepared by adding two columns to the projects table, one for recording the completion date (CD) of projects/activities and another for inserting additional remarks. This modified M and E Table is distributed to the national species co-ordinator for them to fill in their information. The completed projects tables from each country are compiled into a single M and E Table providing information on conservation progress for the species across its entire range.

Table 8: Monitoring and Evaluation Table.

Project	Countries	Overall priority	Agencies responsible	Cost	Time scale	C D	Indicators achieved	Risks and opportunities	Remarks
A) Policy and legislation									
1.1 Name of project	List of countries with priorities ♦♦♦,♦♦♦♦	Score ♦-♦♦♦♦,?	Generic for international plan; specific for national plan	$US	start				
1.2 Name of project									
3.4 Name of project									
B) Species and habitat									
1.5 Name of project									
C) Monitoring and research									
D) Public awareness and training									
E) Community involvement									
Etc.									

CD= Completion date,

Section 2: BirdLife International's Species Action Plan stakeholder workshop process

Introduction to the international workshop process

The BirdLife International African species action planning process was developed by representatives from the BirdLife Africa Partnership in conjunction with the RSPB. The process has subsequently been tested and refined during three international species action plan stakeholder workshops. The preparatory work that precedes the workshop is detailed in Annex 3. A facilitated, participative workshop takes about four days at an isolated, comfortable venue. The venue should preferably be close to the site where the species can be seen. A field day provides participants with an opportunity to see the species and some of the threats and solutions being discussed. The facilitators detailed workshop program is shown in Annex 4.

Main components of the international workshop process

The main components of the international stakeholders workshop process are shown in Annex 5. They are described in some level of detail below:

1 Introductions

This includes the official opening of the workshop, introductions of the participants including their expectations for the workshop. Self introduction of the participants giving their details and background helps:
- the facilitator to know the background of the participants
- the facilitator to organise group work for discussion by ensuring that when appropriate, people different backgrounds are not always in the same discussion group
- the participants get to know each other
- to release tension of the participants (ice-breaking)
- the facilitator to assess that the targeted people have turned up. If the targeted people have not come, the facilitator has to think of the necessary adjustments in the facilitation methods (if appropriate) to achieve the objectives of the workshop to stimulate relationships
- the participants to know each other and feel at home
- to ensure familiarity among participants
- to ensure that everybody participates

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

  Knowing the participants' expectations of the workshop:
- Gives the facilitator an idea of whether the participants have prepared for the workshop.
- All the participants feel that their interests are catered for.
- Used to refine the workshop objectives.
- Provides the facilitator with an opportunity to identify expectations that may fall outside the planned scope of the workshop. These could be incorporated into the workshop programme if

appropriate. Opportunities (breaks and in the evenings) can be used to discuss the expectations with the proponent and hopefully go some way in addressing them.

- At the end of the workshop, the participants' expectations are reviewed. This assists the facilitator in assessing the success of the workshops. Any expectations not addressed and the reasons for this will need to be discussed and agreed.

During the introduction session, the entire workshop program is presented to give the participants an overview of what will be covered in the 4 days. The workshop techniques pertaining to the use of cards (usually coloured cards created by cutting an A4 sheet into 3) and flipcharts (Table 9) that are mostly used during the workshop are also presented.

Table 9: Workshop techniques

Rules during brainstorming	
While using cards	**While using flipcharts**
i Only one idea/concept per card.	i Each person has an opportunity to present his/her idea(s)
ii Aim for a maximum of 3 lines of text per card	ii All ideas are recorded onto the flip chart
iii Write in upper and lower case letters	iii All ideas are captured during which time there is no discussion at this stage
iv Use the card in landscape format; do not use the cards in portrait format	iv Once all the ideas have been captured, discussion follows
v No discussions until all the cards have been collected and displayed	
vi Spelling does not matter	

2   Background material

Presentation of the background material brings all the participants to a minimum level of knowledge. This should present a summary of what is known about the species. After the background information is presented a discussion session follows. This provides all participants with an opportunity to share their knowledge of the species and its habitat from their respective countries. In this manner up-to-date, often unpublished information on the species is captured. The following aspects are emphasised:

- Population status.
- Local distribution.
- National legislation and international conventions.
- Factors affecting the success of action plan implementation.
- On-going projects with respect to the species.

3   Stakeholder analyses

An analysis of stakeholders relevant to the conservation of the species and its habitat (done before the workshop) is completed where possible for each country during the workshop. For each stakeholder group the stakeholders' interests, activities impacting on the species, intensity of the impact and suggestions on how the stakeholders might address their impacts are noted. With limited resources, it is not possible to include representatives from all stakeholder groups from each country at an international workshop. For the international action plan workshops we involved one government

and one NGO representative from each of the species range-states. It is noted that at national level it is vital to include representatives from all stakeholder groups, including local communities at the national species action plan workshops. Completing a detailed stakeholder analyses for each country during the international action plan workshops, provides useful information on who should be involved in a national workshop for the species and a preliminary list of activities that certain stakeholder groups should contribute to international and national species action plan implementation.

4   Analysis of threats to the species

According to 'Threatened birds of the world' (2000), 12% of all bird species are at some risk of going extinct in the next 100 years. Such species are characterised by small population sizes, a continuing decline in the number of mature individuals and/or a small and shrinking distribution range. A small and declining population may be attributed to an increase in the adult mortality rate and/or a decrease in the productivity rate (eggs and nestlings). Habitat destruction is a primary cause of many species declines while direct impacts on the species (e.g. hunting for food) also frequently contribute. The relative weight of factors involved in the species decline is the primary focus of the threat analyses.

The problem tree approach to analysing threats allows for a systematic and critical analysis of the threats all the way down to the root causes. The Figure below provides a generalised example of the start to a problem tree.

```
                        ┌─────────────────┐
                        │    Species A    │
                        │   threatened    │
                        └─────────────────┘
                                 │
                        ┌─────────────────┐
                        │ Low population  │
                        │    estimate     │
                        └─────────────────┘
                                 │
        ┌────────────────────────┼────────────────────────────┐
┌─────────────────┐  ┌───────────────────────────┐  ┌─────────────────────┐
│ Naturally small │  │  Continuing decline in    │  │ Limited information │
│   population    │  │  number of mature         │  │ on species          │
│                 │  │  individuals              │  │ population and      │
│                 │  │                           │  │ distribution        │
└─────────────────┘  └───────────────────────────┘  └─────────────────────┘
                                 │
                    ┌────────────┴────────────┐
        ┌───────────────────────┐  ┌───────────────────────┐
        │ Increased adult/      │  │ Reduced productivity  │
        │ fledgling mortality   │  │ (eggs and nestlings)  │
        └───────────────────────┘  └───────────────────────┘
```
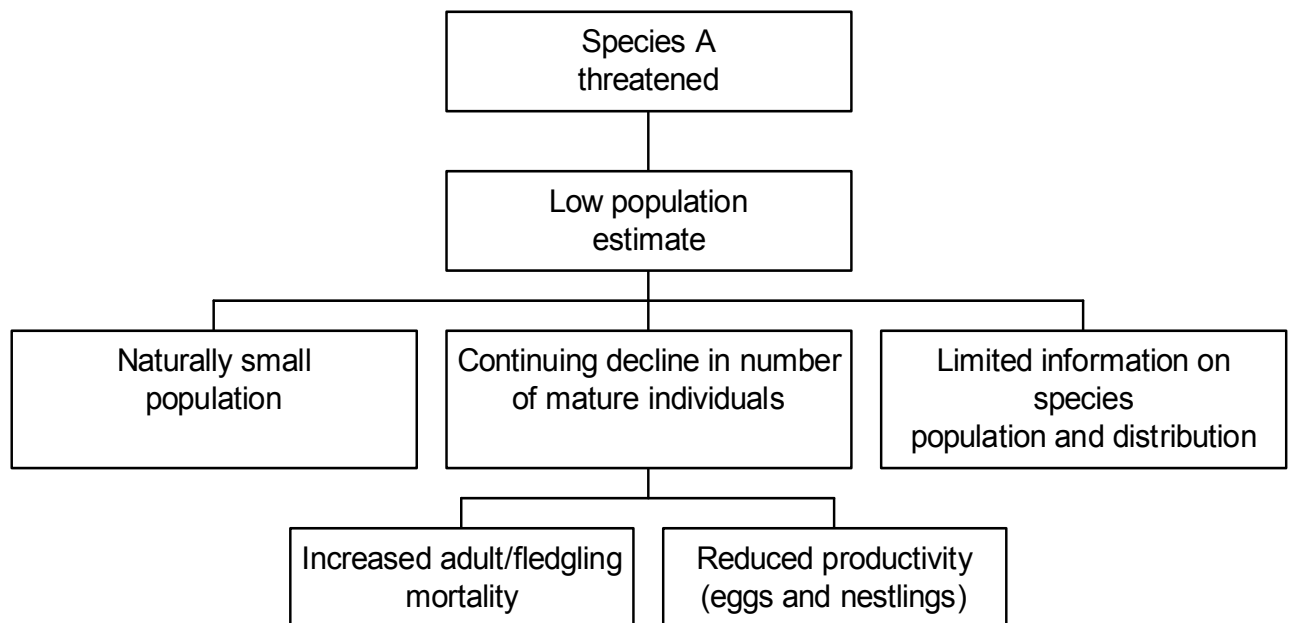
After agreeing the base of the tree, participants are asked to submit on cards what it is they feel are the main factors responsible for an increase in the adult and fledgling mortality rates, and a reduction in the productivity. Once these have been agreed, participants are divided into groups and each analyse a branch of the problem tree until the root causes of all the effects have been determined, which may for example include socio-economic factors. Although habitat loss and degradation are major causes of declines in species populations, this form of analysis often indicates that this is not the immediate reason for the decline. Once complete each threat is prioritised as critical (◆◆◆◆), high (◆◆◆), medium (◆◆), low (◆) or unknown depending on the intensity with which it is believed to contribute to the demise of the species. This process ensures that a thorough analysis is done of what is causing the decline of this species. It ensures that discussion takes place and consensus is reached

amongst participants on what the problems are. This sets the scene for effective design of a programme to solve the problems that the threatened species face.

5   Vision, aim, objectives and project concepts

With the problem tree complete, it is possible to start working on the action plan, ie agreeing what needs to be done to improve the conservation status of the species. After agreeing on the life span of the plan (usually 3–5 years), participants discuss and agree on the long term vision towards which the plan will contribute, and the aim which the plan hopes to achieve during its life time. Participants form groups that develop and prioritise the objectives and projects or activities that need to be undertaken to achieve the aim.

6   Completion of the Projects Table

The participant groups complete the table indicating the project numbered according to the objective under which they fall, countries where the specific project is a priority, overall project priority, agencies responsible, time scale, cost, indicators, risks and opportunities. Projects are entered into the table under the headings: policy and legislation, species and habitat, monitoring and research, public awareness and training and community involvement.

7   Monitoring and evaluation plan

With the completion of the table, the action plan is essentially in place. Participants then discuss and agree on the means to be used to ensure that the progress towards achieving the projects/activities, objectives and aim of the action plan be measured. This is done by considering what will be monitored, how and by whom.

A summarised workshop participants' program is shown in Annex 6.

A national workshop process

Introduction

In order to translate an international species action plan into a national context, the BirdLife ASWG, the RSPB and BirdLife Africa partnership held two workshops, one in Eastern Africa involving representatives from the ASWG, the RSPB and Africa BirdLife Partners from Kenya, Uganda, Tanzania, South Africa. The second one involved representatives from the ASWG and Africa BirdLife Partners from West Africa (Cameroon, Ghana, Nigeria and Sierra Leone). The two workshops came up with the format and process of translating an international into a National SAP. Essentially the process of developing a national plan is very similar, but some key issues should be taken into account.

For species that are endemic, and or for those found in more than one country but there is currently no international action plan in place, the international action plan process can be used as the basis to develop a national action plan.

Background material

The background materials for the International Species Action Plan (ISAP) should be edited so that it contains more country-specific information but retaining the international perspective.
- The table in the ISAP for the global population should be maintained
- The local distribution table in the ISAP should be maintained but include detailed country specific information and addressing Important Bird Areas (IBA) and Protected Areas (PA)
- The table in the ISAP should be maintained to address national legislation and international legislation
- Relationship with other SAPs and biodiversity strategies should only be country specific
- Biology and ecology should be as the ISAP background information.
- Include as annexes:
  - The problem tree of the ISAP
  - The table with vision, aim and objectives contained in the ISAP
  - The list of projects under their respective objectives

Stakeholders' analysis

- Stakeholders' analysis should be done before the workshop since it is on the basis of this analysis that workshop participants are selected.
- Referring to the country specific stakeholder analyses contained in the ISAP, a list of stakeholders should be compiled providing information on their interests, impacts on the species, a rating of each impact and what they could contribute to implementation of a species action plan.
- The analyses should be distributed amongst colleagues (especially those that know the species or certain of the sites) for comments. All important national stakeholders should be included. Local communities should be consulted at the species sites to help identify key people and or representatives of interest groups that may have been missed.

- The steps involved in the Stakeholders' analysis will vary from country to country, thus one has to do what works best in a country by keeping in mind what you expect to get out of the Stakeholders' analysis.

For a national workshop of 20 people, the list of equipment required, activities for the workshop including their timelines and the appropriate budget lines are shown in Annex 7. The timelines for the different activities required in preparation for a national workshop are shown in Annex 8. An outline of information that needs to be sent to the invited stakeholders indicating what they should come with, what will be provided, details of workshop venue, contacts for organisers and so on is shown in Annex 9.

What takes place during the workshop

Participants are taken through the introduction session which is the same as for the international plan. A detailed facilitators' workshop programme (workshop process) is shown in Annex 10. Well structured background material is presented to bring all the participants to a minimum level of knowledge and to allow them to contribute. As in the ISAP, participants are given a chance to contribute on:

- Local distribution
- Gaps in knowledge
- On-going and potential projects
- Factors influencing success of Action plan implementation

- A stakeholders' analysis should not be repeated because it has already been thoroughly done in the preparation of the background material and it is on this basis that the workshop participants have been identified and invited. However, the potential contribution of stakeholders that do not attend the workshop should still be considered and they can be assigned some projects/activities to implement.
- It is important to review the Stakeholders' analysis at the workshop in order to try to ensure that all appropriate stakeholders and stakeholder groups are represented at the workshop
- The list of threats and potential threats should be compiled from the international action plan and root causes of threats determined from the problem tree highlighting any that are specific or unique to the country in question.
- The ISAP Problem Tree should be presented
  - i   In the plenary session, any neccessary changes (add/subtract) to the higher level of the problem tree are made
  - ii   In groups, the branches of the problem tree are examined to assess the relevance to the country and necessary changes made.
  - iii In the plenary, consensus is reached on the final problem tree for the National Species Action Plan (NSAP) and prioritisation of each card according to each card's impact on the species: low (◆), medium (◆◆), high (◆◆◆) and critical (◆◆◆◆).
- If no changes are made to the levels in the ISAP at which objectives were set, objectives from the ISAP are retained in the NSAP.
- In groups, projects that address the achievement of each objective (considering the headings policy and legislation, species and habitat, monitoring and research, public awareness and training, community involvement and International) are designed and project concepts from ISAP specific for the country and changes to Problem Tree and projects are reviewed.
- In the plenary, consensus on projects is obtained.
- Remove risks and opportunities from the ISAP that are not applicable to the country in question and add in factors applicable to the country.

- Add additional risks and opportunities (use table in international document)
- After agreeing on the objectives and projects:
  - Review project concepts against risks and opportunities in the implementation of plan.
  - Review project concepts against national problem tree.
  - Review the vision and agree changes if any.
  - Review the aim and agree changes if any. It will normally be appropriate to add a reference to the name of the country. In groups, complete the projects table using headings in (vi) above with one group working on indicators for the aim and objectives
- In the plenary:
  - Obtain consensus on the project table and the indicators for the aim and objectives
  - Agree the M & E plan: What? Who? Why?
  - Determine whether there is any part of the plan that anyone has a problem with or objects to.
  - Adopt the plan and determine the next steps.

A summarised participants workshop program is shown in Annex 11

Preparation of a press release at a national or international Species Action workshop

It is important to compile and distribute a press release for a SAP workshop because among other things it:
- Stimulates public interest in the species and its habitat
- Informs general public of what you are doing
- Allows media involvement in the process
- Obtains public support
- Facilitates/stimulates public discussion
- Provides some component of educational and awareness information
- Provides exposure and advertising to the sponsors of the workshop
- Helps advertise the organisations involved
- Helps to clear or avoid misunderstandings if any
- Attracts new participants to the SAP process and the conservation world in general
- Attracts collaborators and funders
- Stimulates governments' commitment and involvement in the SAP planning process and implementation

A standard press release format should be adopted. The first paragraph should capture the readers interest and explain the main points that you need to get across. Make sure you answer key questions using an approach of why, when, how and who. Make sure you include a mention of key sponsors and funders.

Further reading

The following publications will assist the reader and provide more information on issues discussed here. Most are available from BirdLife International offices in Nairobi or Cambridge or see www.birdlife.org.

BirdLife International (2000). 'Threatened birds of the world.' Barcelona and Cambridge UK': Lynx Edicions and Birdlife.
Collar, N.J and Stuart, S.N (1985). 'Threatened birds of Africa and related islands.' The ICBP/ IUCN Red Data Book Part 1. Cambridge, U.K

Hoffmann, D. (2001). 'Action plans for the conservation of globally threatened birds in Africa development of a species action plan format. workshop report.

Sande, E and Evans, S. (2003) (1&2). Action plans for the conservation of globally threatened birds in Africa: stakeholder workshop to agree on the format and process for translating an international Species Action Plan to a National Species Action Plan. Workshop reports.

Sande, E. (2003). Priority globally threatened species in Africa that would benefit from action plan approach for their conservation. Unpublished Report

Thompson, H., Siaka, A., Lebbie, A., Evans, S.W., Hoffman, D. and Sande, E. (2004) International Species Action Plan for the White-necked picathartes, *Picathartes gymnocephalus*. BirdLife International, Nairobi, Kenya and RSPB, Sandy, UK. 39PP.

Annexes

Annex 1: BirdLife Africa Species Action Plan Format

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

A) Front Cover
- Logos
- Picture of species
- Date
- Title
- Subtitle
- National Emblem [1]

B) Inside Front cover
- Authors
- Contributors
- Interest Group
- Credits
- Citation
- Thanks to local people, if appropriate

Foreword
- *Government official, Head of State Royalty*
- Internationally famous conservationist

Table of content
- clear and all on one page

Acronyms

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

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] underlined: national action plans only

1 Introduction

- *no more than 1 page*
    - introduce species (distribution, status, threats)
    - 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)
    - potential habitat (if appropriate)
    - map
- movements, if relevant to plan
- protection status
    - legal protection (in table, country by country)
    - international legislation (in table)
    - does it occur in protected areas and IBAs? (list in table per country)
- Relationship with other SAPs and biodiversity strategies
- Habitat requirements of the species
- Biology and ecology
    - only relevant information
    - bibliography contains all references
- Threats and potential threats
    - Short description of each threat
    - Develop list of key words to ensure consistency of use between plans
    - Link threats with ecology and biology of species
    - Always try to quantify threats
    - Rank threats
    - State of current knowledge
    - Gap analysis
    - Summarise as problem tree, start with conservation status, prioritise direct causes (◆◆◆◆: critical, ◆◆◆: high, ◆◆: medium, ◆: low,, ? unknown)
- Stakeholder Analysis
    - *Summary table*
- Factors influencing success of action plan implementation
    - Socio-cultural effects
    - Economic implications
    - Strengths and weaknesses of existing conservation measures
    - Administrative/ political set-up
    - Biology of species (e.g. does it breed in captivity, how specialised is it, how long does it live?)
    - Local expertise and interest
    - Cultural attitudes
    - Appeal of species (eco-tourism)
    - Resources

3 Action Programme
- Aims, objective and projects developed from problem tree
  - **Vision**
    - Long term vision for the status of species
    - Specific and measurable/ clear indicators
    - Time frame
    - Add short text
  - **Aim**
    - Aim of the species action plan
    - Specific and measurable/ clear indicators
    - Time frame
    - Targets might differ between national and international plan, but national plan contributes and refers to international plan
    - Use IUCN criteria, Red Data Book, World Bird Database when applicable
    - Add short explanatory text
  - **Objectives**
    - Strategic objectives
    - Specific and measurable/ clear indicators
    - Use key headings
    - Prioritised (◆-◆◆◆◆,?)
    - Add short explanatory text for each objective (include summary of activities)
  - **Projects**
    - 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
    - Monitoring and Evaluation Plan

Acknowledgements
Bibliography
Annexes
- 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)

Annex 2: Stakeholders and their involvement

	Stakeholder group	Level of involvement	How they are involved
1	Species interest groups	**1**	• 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
		2	• 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
2	**Donors**	**1, 2**	• Make speeches at opening· • Provide technical and financial support· • Take care over whom to invite
3	Media	**1, 2**	• Invite them to opening ceremony· • Positive publicity and can provide contacts
4	Economic interest groups	**1, 2**	• Economic support· • Identify the most important groups· • Involve them at all stages· • Identify their needs and characteristics· • Invite them if appropriate
5	**Education departments**	**1**	• Involve in organizing to undertake activities (invite representatives?)
6	International conventions	**1, 2**	• Lobby governments· • Invite representatives if appropriate· • Provide background information · • Can write a foreword if appropriate· • Endorse the SAP · • Provide contacts to potential donors and experts· • Harmonize plans with what already exists in international conventions.· • Possibility of SAP being accepted by international convention
7	Local communities	**1, 2**	• 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
8	NGOs	1, 2	• Ask to host workshop· • Provide information and funding and implementing agencies· • Publicity and contacts· • Identify potential donors· • Assist in identifying other relevant government officials to invite to the workshop and other stakeholders · • Advocacy
9	Tourism and safari operators	1, 2	• Develop ecotourism· • Provide information, contacts and publicity

10	Ministers and personalities	1, 2	- Should be invited for opening/closing of workshops· - Invitation for government departments channelled through ministers· - Foreword, endorsement, publicity
	Scientific experts	1, 2	Technical input, background information· Provide contacts with other stakeholders· Potential implementing bodies
	Government departments	1, 2	Implementing agencies -involved in all actions · Provide information and funding, experts· Host workshops-can chair certain sessions in workshops· Endorsements

1=National 2=International

Annex 3: Steps involved in producing an international species action plan Species Action Plan

Timeline (weeks)	Task	Time required	Responsible
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 and 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
1day	Arrival of participants	1 day	AA
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 SAP		NSAPC, experts, SH
1	Prepare financial accounts	2 weeks	NSAPC, AB
2	Prepare and circulate workshop report	2 weeks	S, FA, NSAPC
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

[1]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 4: Facilitators' detailed International stakeholder workshop programme

Day	Activity	Description	Techniques and aids	Lead person
1	Opening	Official opening and welcome of the participants to the workshop	Presentation	VIP, Host NGO, ASWGC, CASWG
	Introductions	Self introductions, expectations	Presentation on cards of flip charts (position, experience on species conservation and expectations)	All participants
		Objectives of workshop	Workshop objectives are presented and refined from expectations	
		Workshop program	Overview of the entire workshop program of overheads	
		Workshop techniques	Presentation on cards or flip charts	Facilitator
		What a species action plan is	Presentation on overheads/Flip chart	Facilitator
	Background information on species	Background document previously circulated to participants is presented and discussed	Presentation on overheads t	ISAPC with help from species experts
		Group work (according to countries) discuss the gaps in knowledge with respect to the species under:	Using flip chars:	While the facilitator leads the discussion:
		i. Population status	Groups complete the country's species population status table	One person from group presents to plenary
		ii. Local distribution	Groups completes the table and map for local distribution, numbers and potential areas for the species for their respective countries	One person from group presents to plenary
		iii. National legislation	Groups complete the country's national legislation table with respect to the species	One person from group presents to plenary
		iv. On-going projects with respect to the species	Groups fill in the table of the on-going projects for their respective countries	One person from group presents to plenary
		v. Factors affecting the success of action plan	Brain storming on flip chart the risks and opportunities under the headings: socio-cultural effects, economic implications, strengths and weaknesses of existing conservation measures, Administrative/ political set-up, biology of species, local expertise and interest, cultural attitudes, appeal of species and resources	Facilitator
	Evaluation	Assesment of the day 1	Participants indicate whether they are unhappy, happy or very happy	All participants

2	Recap of day 1	Brief highlights of the day 1 sessions	Indicating on overheads what has been covered and where we are	
	Stakeholders analysis	What are stakeholders?	Presentations on flip charts	Facilitator
		Country stakeholders analysis	Groups according to countries completer the table analysing the: stakeholder Groups, their interests, activities, impact, intensity and how these will be addressed by SAP	One person from each group presents to plenary for discussion
	Main threats	Identification of the main threats	Globally threatened birds have a low population estimate which may be due to naturally low population, continuing decline in the number of mature individuals or due limited data on the distribution and population. Main causes of continuing population decline are identified	Discussions lead by the Facilitator
		Causes of main threats	Participants divide into groups to analyse the root causes of each using a cause-effect relationship in the problem tree	One person from each group presents to plenary for discussion
		Prioritize the threats and causes of threats	Agreeing as a group and indicating on the cards whether the threat/cause of threat is critical (◆◆◆◆), high (◆◆◆), medium (◆◆), low (◆) or unknown (?)	Discussions lead by the Facilitator
	Evaluation	Assesment of the day 2	Participants indicate whether they are unhappy, happy or very happy on a moodometer	
3	Recap of day 2	Brief highlights of the day 1 & 2 sessions	Indicating on overheads what has been covered and where we are	Facilitator: ask the participants to give suggestions on flip chat
	Preparation of press release	Appoint a group to prepare a press release	Press release presented on overheads to the plenary for discussion	Facilitator
			Participants from country groups can give it a "country flavour" and adopt it for their country	Country participants
	Vision, aim and objectives	Agree on the life span of AP which has a bearing on the aim	Brainstorm on flip charts	Facilitator
		Agree on Vision of action plan; usually downgrading the species (threat status)	Brain storm on cards and flip chart	Facilitator
		Agree on aim		Facilitator

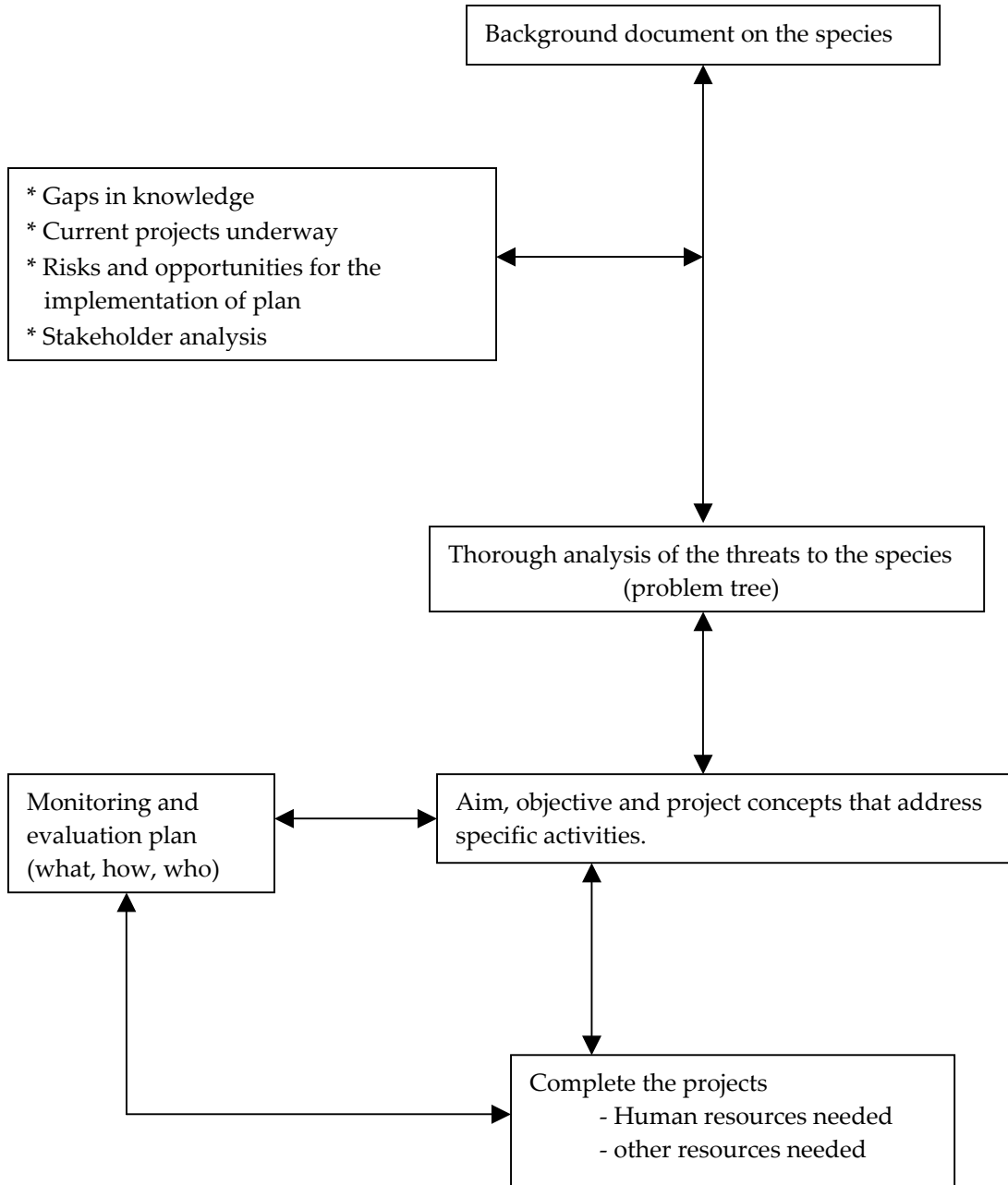|				
		Groups develop objectives which can be set derived from the priority threats/causes at any level in the problem tree	List the priority threats from problem tree	Facilitator
		Plenary to discuss and agree on the objectives		Facilitator
	Formulation of project concepts	Project concepts formulated to address achievement of each objective	The same groups that develop objective now develop project concepts for objectives: Using the headings: • Policy and legislationo • Species and habitato • Monitoring and researcho • Public awareness and trainingo • Community involvement	One person from each group presents to plenary for discussion
	Review stakeholder analysis	To assess whether SAP activities proposed for stakeholder in the analysis have all been included in the SAP	All the participants go through the column SAP activities to address impact in stakeholder analysis tables and reconsider the activities not catered for in the project concepts	Facilitator Compare stakeholder SAP activities column in analysis with SAP activities and make sure all are incorporated into the SAP
	Evaluation	Assessment of the day 3	Participants indicate whether they are unhappy, happy or very happy on a moodometer	All participants
4	Recap of day 3	Brief highlights of the day 1,2 & 3 sessions	Indicating on overheads what has been covered and where we are	Facilitator
	Completion of projects table	Project concepts entered into table clearly indicating the details on how the project will be executed	Group work where the groups fill the table indicating the project, countries overall priority, agencies responsible, time scale, cost, indicators, risks & opportunities. projects entered under the headings: policy and legislation, species and habitat, monitoring and research, public awareness and training and community involvement	One person from each group presents to plenary for discussion
	Monitoring and evaluation plan	Participants consider who and how will the AP be monitored and evaluated both at National and International levels	Brain storming on flip charts	Facilitator
	Adopt plan	Participants review the entire plan	Identify and fill any obvious gaps and ask the participants to adopt the plan	Facilitator

	Creation of Species Interest Groups (SIGs)	Participants given some insights on what SIGs are, what they do and how they fit into the structure of BirdLife International Africa Partnership	Presentation on overheads/flip chart	ASWG
	Next steps	Participants agree on what happens next, who does what and the dead lines	Brain storming on flip chart	●ISAPC
	Evaluation	Synthesis of the work done in the four days	Participants indicate whether they are unhappy, happy or very happy on a moodometer for the 4th day and for all the 4 days.	●Facilitator ●All Participants
	Wrap up	Official closure of workshop	A few speeches, vote of thanks, etc	●Facilitator, ISAPC, ASWG
	Business meeting of SIG	Chart out the way forward towards spearheading the conservation initiatives for the species Discuss production of national SAP	Elect office bearers if appropriateSecretary takes minutes of meeting	●ISAPC
5	Field excursion			

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

Annex 5: An overview of the main components of the International SAP stakeholders workshop process.

- Welcome and introductions
- Participants expectations

Background document on the species

* Gaps in knowledge
* Current projects underway
* Risks and opportunities for the
  implementation of plan
* Stakeholder analysis

Thorough analysis of the threats to the species
(problem tree)

Monitoring and
evaluation plan
(what, how, who)

Aim, objective and project concepts that address
specific activities.

Complete the projects
- Human resources needed
- other resources needed

Annex 6: Participants' International Stakeholder Workshop Programme

	Day 1	Day 2	Day 3	Day 4	Day 5
9.00-1300	Opening Introductions - SAP project - Self introductions - Objectives of workshop - Workshop program **Presentation** Background information **Plenary session** Gaps in knowledge	*Recap of day 1* Appoint group to prepare press release **Group work:** Stakeholder analysis **Presentations and discussions** Report back **Plenary** Identify main threats	**Field excursion**	Recap of day 2 **Agreement of press release** **Plenary:** - Agree vision, aim and objectives **Group work:** - Formulate project concepts	Recap of day 3 **Group work:** - Complete projects table Presentations and discussions:· - Report back on projects table **Plenary session:** - M&E Plan - Adopt plan
13.00 – 14:00					
14:00 – 17:00	**Group work** - Population status - Local distribution - National legislation - On-going Projects **Presentations and discussions** - Report back **Plenary** - Factors influencing implementation Evaluation	**Group work:** Problem tree - Identify causes of main threats **Presentations and discussions:** - Report back on problem tree Evaluation	**Field excursion**	Presentations and discussions: Report back and agree on project concepts **Plenary:·** - Review stakeholders analysis - Review factors influencing implementation Evaluation	- Creation of Species Interest groups (SIGs) - Next steps Evaluation Wrap up **Meeting of Species Interest Group**

Annex 7: Requirements and budget lines required in preparation for a national workshop involving 20 participants

a) Equipment and stationary

	Item	Quantity
	Pens	25
	Pencils	25
	Writing pads/notebooks	25
	Blue tack (BT), or masking tape (MT)	6 BT & 2 MT
	Flip charts	200 sheets
	Cards	1 ream
	Markers	50
	Transparencies/acetate (overheads)	1 packet
	Water (bottles)	60
	Paper (rims)	1 ream
	Copies of the background document	25
	Identification tags	25
	Thumb pins	1 box
	Film	1
	Non-consumables	
	Overhead projector/power point	1
	Flip chart stand	2
	Conference room	1
	Chairs	25
	Glasses	25
	Computer	1
	Printer	1
	Diskettes	3
	Public address system	1
	Camera	1

(c)Budget lines

	Hiring of non consumable equipments
	Purchase of consumable equipment
	Hiring of conference room
	Subsistence per diem for participants (23 x two days)
	Transport for participants (23 x two days)
	2 Coffee breaks and 1 lunch/day X two days
	Food (dinner, lunch, breakfast)
	Communication (email, fax, phone, etc)
	Accommodation (some for 2 days, others 3)
	Others (photocopying, etc)
	Overheads (5%of budget)
	Official opening ceremony/refreshments
	Press coverage
	Administrative costs (internal transport, of equipment and participants, photo copying, postage)
	Documentation (report, films)
	Honorarium for auxiliary personnel (driver, ½ volunteers, press

Annex 8: A Timeline of activities that need to be done in preparation for a national workshop

Activity	Timeline to workshop date
Preparation of background material	3 months
Distribution of background doc to stakeholders including other NSAPCs	2.5 months
Stakeholders analysis	2 months
Send invitation letters (including revised background document if appropriate)	2 months
Schedule date for workshop	2 months
Contact facilitator (including sending invitation letter	2 months
Feedback from stakeholders	1.5 month
Consult with key stakeholders	1 month
List of participants	1 month
Guest of honour (to open workshop)	1 month
Venue or hotel booking	2 weeks
Arrangements for media (press)	2 weeks
Buying or hiring of required items including stationary	2 weeks
Remind or confirmation participants (phone call)	1 week
Make personal contact if possible as a reminder	1 week
Workshop program and assigning roles	1 week
Preparation of meeting room including transport of equipment	1 day
Last reminder (phone call)	1 day

Annex 9: Information sheet for participants invited for a SAP workshop

- Ensure you have the following before you travel (International)
    - Passport
    - Visa
    - Yellow fever vaccination
    - Anti-malarial drugs

- Meeting delegates/participants
    - Place / airport at which they will be met
    - The person meeting the delegates
    - What sign to look for (usually logo for host organization)
    - Telephone numbers of organisers to be contacted in case of emergencies

- Venue for workshop
    - Name of venue
    - Location
    - Telephone, fax, e-mail, website if available
    - Facilities that are provided at the venue
    - Expected wildlife to see

- List of items participants should bring
- List of items the organizers will provide
- Others (money, exchange rate, etc)
- Inform delegates of approximate climate to expect

Annex 10: Facilitators' detailed National Stakeholders Workshop Programme

Date & Time.	Time (min)	Activity	Description	Person responsible
Day 1.				
	15	Welcome and opening	Plenary. Brief welcome to everyone by host NGO Official opening by VIP	
	30	Introductions	Plenary – Cards. Name, organisation, position, where based, species. conservation experience. - Put cards with headings up on the wall.	
	15	Explanation of workshop techniques	Plenary – cards. Explain rational behind: - Brainstorm first; only then open discussion. - Use of cards and flipchart.	
	60	Expectations.	Plenary – cards. 3 cards to each participant. Put cards on wall and group. Use expectations to refine the workshop objectives.	
10.30–11 am	**30**	**Tea and coffee break**		
	15	What is a Species Action Plan?	Plenary - flipchart. Brainstorm amd short discussion.	
	15	Workshop programme.	Plenary – overhead. Brief overview of the entire workshop programme.	
	60	Presentation of background information.	Plenary – overheads. Presentation of the information contained in the background document prepared for the workshop.	
	30	Discussion of background information.	**Q1:** Gaps in knowledge on species Plenary – discussion, captured on flipchart.	
13:00 – 14:00	**60**	**Lunch**		

	60	Discussion of background information cont.	**Q2:** On-going and potential projects in country Plenary – brainstorm and discussion onto flipchart. **Q3:** Risk and opportunities affecting implementation of the national action plan in country Plenary – brainstorm onto cards, group & discussion. Not done for threats. This will be covered by the problem tree analyses.	
	60	Introduction to the ISAP Problem Tree.	Plenary – cards. Explanation: How the species problem tree was constructed. Presentation of the species problem tree as contained in the ISAP. Questions & answers.	
4–4.30 am	**30**	**Tea and coffee break**		
	30	Restructuring the upper level of the problem tree making it relevant to country	Plenary – Agree relevance to country. Discussion and modify in necessary removing or adding cards at the upper level. Includes filling any gaps at the upper level.	
	60	Review branches of the problem tree and make relevant to country	Groups – cards. Divide people into groups. The group removes a branch, reconstructs the branch(es)	
	60	Group presentations on reconstructed problem tree branches.	Plenary – cards. Each group presents their problem tree. Discussion refinement and consensus.	
	5	Evaluation.	Happy, medium, sad face.	
7 pm -		**Dinner**		
Day 2.				
	15	Recap of day 1.	Plenary – overheads / flipchart / cards.	
	60	Prioritisation of issues by on impact on species	Plenary – cards. low (◆), medium (◆◆), high (◆◆◆) and critical (◆◆◆◆).	
	15	Review the objectives from the ISAP.	Plenary – cards / flipchart. Link between the objectives and problem tree.(use newly constructed national problem tree).	
10–10.30 am	**30**	**Tea and coffee break**		
	60	Design project concepts.	Groups – cards / flipchart. Divide people into groups based on objectives. Review project concepts against those in the ISAP for your country	

			.Review project concepts against national Problem Tree. Retain, remove and/or develop new project concepts.	
	60	Group presentations on project concepts.	Plenary – Cards/ Flipchart. Each group presents their project concepts. Discussion refinement and consensus.	
	30	Review the Vision & Aim.	Plenary – Flipchart. Changes, the same, add "in country"	
1–2 pm	**60**	**LUNCH**		
	60	Completion of projects table.	Groups – Cards/Flipchart. Same Groups as for Objectives and designing Project Concepts. One from each group to form a further group to look at indictors for the Aim and Objectives.	
	90	Group presentations on completed Projects Tables. Group presents indicators for the Aim & Objectives.	Plenary – Cards/Flipchart. Group present project tables and indicators for Aim & Objectives. Discussion refinement and consensus.	
4.30–5 pm	**30**	**Tea/Coffee**		
	60	Monitoring & Evaluation Plan.	Plenary – Overheads.	
	60	Adoption of the plan.	Plenary: Any objections to any part/component of the plan? Can we adopt the plan? YES. Review expectations Next steps	
	15	Workshop close.	Vote of thanks.	
		Final Evaluation.	Happy, medium, sad face.	
7 pm		**DINNER**		

Annex 11: Participants' National Stakeholders workshop program

	Day 1	**Day 2**
8.30–1 pm	Welcome	Recap of day 1
	Introductions	Prioritisation of issues based on impact on species
	Explanation of workshop techniques	Review the objectives from the ISAP
	Expectations	**Tea and coffee break**
	Tea and coffee break	Design project concepts
	What is a Species Action Plan?	Group presentations on project concepts
	Overview of the workshop programme	Review the vision and aim
	Presentation of background information	
	Discussion of background information	
1–2 pm	LUNCH	
2–6 pm	Discussion of background information cont.	Completion of projects table
	Introduction to the ISAP problem tree	Group presentations on completed projects tables
	Tea and coffee break	Group presents indicators for the aims and objectives
	Restructuring the upper level of the problem tree making it relevant to country	**Tea and coffee break**
	Review branches of the problem tree and make relevant to country	Monitoring and evaluation (M and E) plan
	Group presentations on reconstructed problem tree branches	Adoption of the plan
	Evaluation	Workshop close
		Final evaluation