



Department  
for Environment  
Food & Rural Affairs



 **UK International  
Development**  
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## Darwin Initiative Capability & Capacity Annual Report

To be completed with reference to the "Project Reporting Information Note":  
(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes)

**Submission Deadline: 30<sup>th</sup> April 2024**

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### Darwin Initiative Project Information

Project reference	DARCC017
Project title	Strengthening a leading NGO for conservation and development in Senegal
Country/ies	Senegal
Lead Partner	The Royal Society for the Protection of Birds (RSPB)
Project partner(s)	Association Nature Communautés Développement (NCD)
Darwin Initiative grant value	GBP 194,356
Start/end dates of project	1-April-2023 to 31-March-2025
Reporting period (e.g. Apr 2023 – Mar 2024) and number (e.g. Annual Report 1, 2, 3)	April 2023 – March 2024 Annual Report 1
Project Leader name	Wenceslas [REDACTED]
Project website/blog/social media	<a href="https://ncdsenegal.org/projet-darwin/">https://ncdsenegal.org/projet-darwin/</a>
Report author(s) and date	Wenceslas Gatarabirwa and Pamela Braham (RSPB) Mouhamadou Aliou Bah, Therese Ndiaye and Diakhere Ndiaye (NCD) Tharcisse Ukizintambara (BirdLife International) Date: 24-May-2024

## 1. Project summary

Located in West Africa (see map below), Senegal faces major challenges to conserve and restore its declining biodiversity. The Association Nature-Communautés-Développement (NCD), the national BirdLife partner in Senegal since 2021,

Figure 1: Detailed map of Senegal



supported by its national and international partners, can play an important role in addressing these challenges, through its network of community-based local conservation groups. This project aims to consolidate and strengthen NCD's organisational capacity, technical skills and network of influence to directly impact on biodiversity conservation in Senegal, including the promotion of Key Biodiversity Areas (KBAs) to support planning for biodiversity conservation at the national level. As NCD is one of Senegal's leading conservation organisations and has community development at its heart, strengthening it will directly support conservation and poverty alleviation at both local and national levels. This project has two main components: (a) focused institutional strengthening and (b) strengthening technical capacity for monitoring and protecting KBAs. BirdLife international, based on the

assessment results of its Quality Assurance System (QAS), supports NCD in organisational strengthening in areas where they need capacity most. The RSPB and BirdLife International have provided online and in-person support to NCD staff in financial management for NGOs, fundraising, and communication to reach broader audiences including local communities.

## 2. Project stakeholders/ partners

**The Royal Society for the Protection of Birds (RSPB)** is a strong conservation organisation with proven track record of achieving conservation outcomes in the UK, UKOTs and elsewhere, the RSPB is keen to share expertise and build capacity for a number of other key locations. Senegal was identified as key country for the conservation of migratory birds that use the UK as part of their annual life cycle.

**The Association Nature Communautés Développement (NCD)** is a Senegalese NGO established in 2010 to mobilise support for the conservation of biodiversity, birds in particular, while promoting the sustainable livelihoods of local communities. NCD has a strong grassroots base, with a growing number of Local Conservation Groups (LCGs - currently ten) coordinated through seven regional branches called Pôles and a small Secretariat composed of 20 staff that coordinates all activities mainly from Dakar. Seven of the staff members are involved in the implementation of the current project.

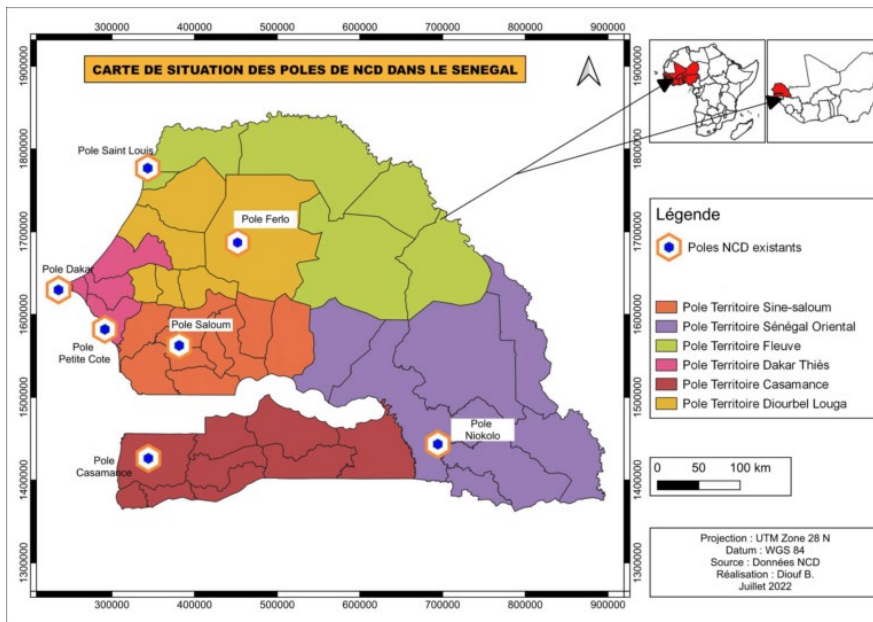


Figure 2: The location of the regional operational hubs (poles) of NCD © NCD



Figure 3: Logos of the key partners on the project

### **BirdLife International**

BirdLife International's office for West Africa is based in Dakar (Senegal). The office is tasked among other things to coordinate capacity building and experience-sharing among the BirdLife partners in Africa, as well as the support from supporting partners from the West. BirdLife is implementing a three-year capacity building in seven West African countries including Senegal where NCD is the main beneficiary organisation. Both RSPB and NCD are members of the BirdLife International partnership of conservation NGOs.

## **3. Project progress**

### **3.1 Progress in carrying out project Activities**

Thanks to Darwin funding, technical support from the RSPB and BirdLife was made available to NCD through regular meetings online, face to face meeting between BirdLife and NCD staff (both are based in the city of Dakar) and two visits by RSPB Officers to Senegal (August and January). NCD staff used the new tools to strengthen the capacity of its regional branches (Pôles) and Local Conservation Groups (LCGs). *[The numbering and headings below are taken from the proposal for consistency]*

#### 1.1. NCD's financial management system assessed by RSPB

Following a series of online meetings between April and July 2023, the RSPB's team visited Senegal in August 2023 to carry out an assessment of NCD's managerial and financial systems. This visit was originally planned to take place in Q1 of the project and the attempt to visit Senegal by two RSPB staff members (Pamela Braham and Wenceslas Gatarabirwa) in June 2023 was abandoned on NCD's advice given the security situation at the time. The recommendations presented by the RSPB were accepted by NCD's leadership and management teams. Once these recommendations are fully implemented, NCD will have robust systems and processes to deliver effective financial and organisational management in place.

#### 1.2. Consultant based in Senegal works with NCD to improve and develop its finance procedures and provide staff training

The Darwin project was instrumental in strengthening NCD's financial management by facilitating the modernization of its accounting systems and practices. The signing of an agreement with a firm of experts was a crucial step in this modernisation, aimed at mastering new accounting standards adapted to non-profit organisations in Senegal (SYCE BNL). The new system has several advantages, including better adapted accounting standards and specialised support in implementing these new standards. The HR module allows to track all the

Mastering the new system enables NCD to manage its finances more transparently and efficiently, strengthening the confidence of stakeholders and donors alike. In addition, by complying with recognised accounting standards, NCD improves its credibility and reputation.

Finally, this modernization prepares NCD for future growth and stronger financial management.

### 1.3. Administrative and financial procedures reviewed with NCD staff, board members and in consultation with Pôle staff

In year one of the Darwin project, NCD's administrative and financial procedures underwent a thorough review, involving close collaboration between staff and board members, with technical input from RSPB and BirdLife. Monthly board meetings and quarterly staff training sessions were used as opportunities to ensure that all staff, interns and volunteers are fully involved as beneficiaries of these changes. Regular discussions between the project partners helped to identify areas for further improvements.

Full participation of board members to this part of the project was important. They not only contributed their expertise and strategic perspective to the process, they were also fully informed of the resulting changes. The result is enhanced efficiency and transparency of administrative and financial processes, leading to better compliance with current standards for NGOs. These recommendations cover various areas, from optimising workflows to implementing more rigorous internal control measures.

### 1.4. RSPB staff monitor and review financial systems and management through financial reporting and monitoring visits.

In August 2023, the RSPB team (Pamela Braham and Wenceslas Gatarabirwa) visited Senegal to verify NCD's financial management. A week of intensive work by the visiting team with the CEO and Admin & Finance Manager, including a day hosted by BirdLife International at their offices in Senegal, allowed the production of a set of key recommendations and actions that , periodic financial reports are sent to the RSPB as part of the various projects that unite the two partner entities.

### 1.5 Training provided on the financial management procedures to all staff and executives of Pôles.

Following the acquisition of the TOMPRO Software, a series of comprehensive training sessions were held in August and September for all staff members, aimed at ensuring optimal use of the tool. As part of this initiative, five training sessions targeting management staff at NCD HQ.

These sessions were designed to provide an in-depth understanding of TOMPRO Software functionality, as well as best practices for its effective use. Each session was carefully structured to cover different aspects of the software, focusing on key functionalities relevant to the specific responsibilities of NCD management staff.

### 1.6 New accounting software is purchased installed and being used

With Darwin funds, NCD acquired site-wide copy of TOMPRO professional accounting and HR software in Q2. The suppliers provided required training to NCD's Head of Finance and Admin and her team, before supporting the migration process of data into the new system

### 1.7 Annual external audits

Rather than use the recruitment process to hire an auditor, NCD chose an alternative approach by entering into an agreement with a firm of accountants to inspect and audit their books. This decision was taken with a view to guaranteeing specific expertise in understanding and implementing the new accounting standards for the not-for-profit accounting system.

### 1.8 Three new senior positions recruited to NCD at the beginning of the project. (Conservation, Programmes and Administration & Finance) to build staff capacity.

The Executive Board has expanded its ranks by recruiting new team members. This includes the arrival of the Administrative and Financial Manager, the Technical Programmes Manager and the

Conservation Manager. In addition, an Administrative and Financial Assistant and an Accountant were hired. Notably, five women joined the organization's workforce, reinforcing the diversity and expertise within the staff.

1.9 RSPB staff support 3 NCD staff/Board members (at least one woman) with training on safeguarding and support develop training and communications programme.

The RSPB assisted NCD in revising and updating the Association's safeguarding policy that was adopted in December 2021. A joint presentation by NCD's Safeguarding Officer (Mme Diakhere) and RSPB staff was made to the AGM (Feb 2024), highlighting the main articles of the policy. The safeguarding policy is now part of induction package for all new starters.

1.10. NCD staff develop communications and training materials for members and staff and to improve visibility of NCD.

NCD have hired a staff member specialising in database management and communication to oversee its database and publications. A selection of the material produced so far can be seen on this webpage: <https://ncdsenegal.org/projet-darwin/>

1.11 Executive Committee meeting reviews financial procedures and safeguarding policies and procedures.

The meeting of the association's executive committee was postponed due to an agenda conflict with the ordinary general meeting. This delay underlined the importance of the different bodies within the organization. The AGM offers an internal democracy where every member can contribute to decisions. During the general meeting, the financial report was presented to the board. Despite the postponement, the executive committee remains vital to implementing the decisions of the meeting and maintaining activities. The next COMEX meeting, scheduled for June, will provide an opportunity to consolidate strategies and reinforce commitment to the shared mission and values.

1.12 General assembly for each Pôle will provide training on NCD mission, procedures and safeguarding and elect new Pôle Board.

The association's six regional hubs held their general meetings in October and November 2023 to renew their respective boards. These meetings were organised at the same time as World Migratory Bird Day. They provided an opportunity to take stock, learn lessons and open up new prospects for the conservation of birds and their habitats, as well as to renew the regional centres' management teams

1.13 Tri-annual NCD general assembly will convene members to reinforce training and receive feedback on NCD culture, its mission, safeguarding and codes of conduct.



Association Nature Communautés Développement (NCD) held its tri-annual general assembly from 02 to 04 February 2024 at the Isles des Madeleines National Park (off Dakar coast). The assembly brings together representatives of the NCD's Pôles and its constituted governance instance to renew the board of governors. The executive committee and the national board to report on past activities, present activity and financial reports, discuss any difficulties encountered and define

the outlook for the next term. The renewal of the Executive Board was overseen by an independent nomination committee to ensure the authenticity of the ballot.



#### 1.14 A new Pôle will be established in the Ferlo savannah region.

Thanks to the financial support from the Darwin Capacity & Capability and technical support from the RSPB, NCD continued to establish local entities responsible for coordinating its regional activities. The Pôle Ferlo was officially launched on 16 October 2023 at the base camp of the Katané Reserve, in the presence of the president of NCD, the conservator of and local communities. At the same time, to strengthen the monitoring of Important Bird Areas (IBAs) and membership, two new Local Support Groups (LSGs) were established at the Popenguin Nature Reserve and the Niamone Kalounaye Marine Protected Area on 17 December 2023 in Coubalan.

The Pole Ferlo was officially launched by the President of NCD and the local dignitaries in a ceremony held on 16 October 2023. (Photo of the event)

#### 1.15. At least 10 new LCGs will be established led by Pôle executives through visits to IBAs/KBAs.

Three new LCGs were established in the reporting year. The smaller number than anticipated was caused by the political instability in the country which didn't allow NCD's staff to travel outside Dakar for safety reasons. Also there were significant periods when the mobile phone signal and the Internet was switched off, rendering communication with leaders of Poles nearly impossible.

#### 1.16 Consultations with all LCGs on local priorities – long term and with specific targets for next 5 years

Meetings were held with the elected members, during which it was highlighted that there was a certain lack of activity within the cluster and ambiguities concerning the LCGs, which are encouraged to organise themselves better in order to put their skills and know-how at the service of their respective local authorities. With this in mind, the coordination and leadership role of the cluster office has been emphasised, with the aim of increasing the number and dynamism of LCGs in the region. The links between the Cluster Office and the LCGs have been clarified to facilitate this process.

NCD plans to double down our efforts, especially in regions where local community have expressed their interests to be assisted and have an LCG established for their members. The challenging target is going to be hard to meet but...

##### (A) Meeting with the Djoudj National Bird Park Local Support Group

At a meeting with the Local Conservation Group (LCG) of the Djoudj National Bird Sanctuary, NCD team undertook an in-depth diagnosis of the LCG current situation since its inception. We noted that a certain wait-and-see attitude persists, hindering the implementation of initiatives and environmental leadership for the benefit of the local authority. However, the meeting was an opportunity to identify several short-term courses of action. Firstly, we highlighted the importance of targeting sites of interest and/or bio-ecological importance to focus our efforts. Secondly, we discussed the need to approach local and administrative institutions to ensure adequate support for our projects. In addition, we assessed the feasibility of the necessary developments and the economic models to be adopted to ensure the sustainability of our actions. All in all, the meeting was a fruitful one, enabling us to lay the foundations for concerted and effective action to preserve the environment in our region.

##### (B) Meeting to revitalise the Tocc-Tocc LCG

A revitalisation meeting was held with the Tocc-Tocc LCG, which seemed to be in a lethargic phase. The skills and know-how of the ecoguards were identified as major assets, conferring a potential for environmental leadership to be offered to the Ronkh local authority. It is essential that LCG status should enable their actions to be extended to the whole of Ronkh Commune. During the meeting, the association's missions were better explained to LCG members, reinforcing their understanding of their role and responsibilities. In addition, they reaffirmed their

commitment to promoting biodiversity conservation actions in the locality, thus aiming for better management of natural resources. Assurances were given of their commitment to immediately take steps with local authorities and institutions to obtain the necessary support. Should these steps be successful, NCD would consider providing support in drawing up a local biodiversity management plan for the Commune of Ronkh.

#### (B) Djilor and Gandoul LCG consultations

The LCGs of Djilor and Gandoul were consulted to define local priorities for the medium and long term, establishing specific objectives for the next five years, while gathering their project ideas. In the course of the discussions it became clear that they don't hold enough meetings.

It was also noted that projects were often drawn up for local communities without involving them, missing out on in-depth knowledge on local realities on the ground. The meeting marked a crucial milestone for the success of LCG missions. Members underlined the need to strengthen their capacity in bird monitoring and identification. They proposed various activities such as ecoguiding, processing cereal products, setting up an ecotourism circuit, creating a camp site, as well as setting up a community nursery, as part of their LCG work plan.

#### (C) Training of Djilor and Gandoul LCGs in bird monitoring and identification techniques

The training aimed to achieve several objectives, including understanding bird identification criteria, acquiring practical skills for identifying birds in the field, and familiarizing participants with observation and listening techniques for spotting birds. Participants attended classroom seminars and practical field sessions, using visual aids to illustrate key concepts. A field trip enabled participants to put their newly-acquired skills into practice, including the use of binoculars to observe birds from a distance. The results showed a significant improvement in participants' knowledge, with the recognition of 25 bird species, including eight palearctic migrants. In conclusion, the training was a success and it is recommended that this type of initiative be continued to raise awareness of ornithology and bird conservation.

#### *1.17 Statutory Executive Committee 2-day workshop planning for financial stability.*

The workshop is planned to take place in Y2, Q1. Given the delays to the project so far, this workshop is going to be held in September

Output 2. NCD is taking a lead in building capacity in Senegal for identifying and monitoring KBAs and promoting stakeholder involvement from national to grassroots levels

2.1. RSPB and NCD technical staff visit LCGs to review monitoring programme across at least 05 sites in Senegal

2.2. RSPB staff work with NCD staff on updating monitoring programme, to identify key species, incorporate BirdLife's IBA monitoring system and identify data management needs.

2.3. NCD staff roll out training across LCGs on monitoring and where required, bird species identification – not started due to difficulties in visiting Senegal. Activity moved to Autumn 2024-Spring 2025

Formal KBA training followed on-line using <https://www.conservationtraining.org/> by 3 NCD staff and at least 1 member of each Pôle.

#### **Output 3. NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs.**

3.1. RSPB, BirdLife and NCD review IBAs/KBAs in Senegal to identify high profile sites representing terrestrial and wetland/aquatic ecosystems.

3.2. BirdLife/RSPB work with NCD staff to develop methods for ecosystem services assessment adapted to selected sites.

These two activities that would have taken place in the fourth quarter of the

## 3.2 Progress towards project Outputs

### 1. NCD stronger as an institution through improved financial management and governance, and greater capacity:

Fast appointment of three management staff in April 2023 allowed the project team to be at full strength at the start of the project. The capacity and needs assessment in financial management has allowed the purchase of a robust financial management software and the training of six management staff to use it at the NCD head office. Existing data was successfully migrated to the new management platform and next year the project will fully achieve this outcome once the Pole staff have also been trained.

The democratic renewal of governance bodies (NCD Board, and boards of Poles) at their respective AGMs allowed NCD to equip itself with leaders to chart its future over the next three years.

The establishment of the Pôle Ferlos (October 2023) in the NE of Senegal completed the national coverage of the national territory by NCD. However, only two Local Conservation Groups (out of ten planned for the lifetime of the project) were established (see difficulties encountered)

The project is on course to mostly achieve this outcome by March 2025.

### 2. NCD is taking a lead in building capacity in Senegal for identifying and monitoring KBAs and promoting stakeholder involvement from national to grassroots levels:

The political unrests that prevented RSPB staff to travel to Senegal to work on this means that the project is about six months behind schedule. Four staff followed online KBA training, but the new work on this is planned late August/ early September 2024. Since Simmy Bezeng joined the RSPB as a Senior Flyway Conservation Officer, the project has now more capacity to call upon and move fast on building NCD's capacity in KBAs identification and monitoring.

Four NCD staff have followed online training in KBA standards and NCD continued to build a coalition of partners, especially through their work with leading universities (Cheikh Anta Diop in Dakar, and Gaston Berger in Saint Louis) as well leading research institutes (e.g. IFAN) and government directorates and departments (National Parks, Marine Protected Areas, Dept of Water and Forests...) in preparation to the creation of National Coordination Group for KBAs in Senegal.

This outcome has a significant delay but we have clear plans to catch up on expected progress, by deploying more RSPB capacity in Q2-Q4 of the second year.

### 3. NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs.

The project has increased Local Conservation Group membership of NCD from 13 to 15. Five of these LCGs are involved in the implementation of externally funded project to conserve biodiversity in their respective sites.

RSPB's Communications and Outreach Officer is now established within the Flyway team and at the beginning of Q4, he will be part of the team that will travel to Senegal to document the project being achieved by two LCGs that were funded through this project.

These outputs are very likely to be met, provided that there is no repeat of political unrests that prevent free movement of staff within the country or render unsafe visits from abroad.



### 3.3 Progress towards the project Outcome

Although the project took place in a challenging political environment, it enabled NCD, the direct beneficiary, to be strengthened at all levels. Institutionally, NCD strengthened its governance through the renewal of elected leaders at Board level and within the leadership of Poles.

Geographically, the project enabled the extension of the intervention area to complete coverage of the national territory, thanks to the creation of the last NCD Pole in the Ferlo region, where NCD were not yet sufficiently present. The project contributed to the creation of two Local Conservation Groups (LCGs, bring current total to 15 LCGs countrywide) and started raising interest in four other places where biodiversity remains under threat as next targets for the creation of LCGs.

**OI 0.1. BirdLife's Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end.**

BirdLife's West African Sub-regional Office is co-financing this activity with its HATCH project. The target of this projects were based the 2020 assessment that identified strengthening of financial management as the most pressing area for NCD. This project is contributing to addressing key gaps identified by previous assessments and it very likely to meet all the standards when the Quality Assurance System is run again on NCD in March 2025.

**OI 0.2. Internal policy documents in place, e.g. safeguarding, financial management, grievance mechanism, code of conduct by end of first year:**

Outcome achieved. All the management and governance tools reviewed, updated and signed off by Board and adopted at the AGM on the 4<sup>th</sup> of March 2024. Key staff trained and new tools adopted as part of key induction package for all new starters (staff, interns and volunteers).

**OI 0.3 Ten additional Local Conservation Groups and one more Pôle are established as part of NCD network by end of project**

One course with the creation of the Pole Ferlo. Slightly behind schedule of the establishment of LCGs because of political unrest in Senegal that marred the reporting period. In year 1, two (out of ten) LCGs were established and ground work laid for four more. With the return of peace and tranquillity, NCD is doubling down on the creation of LCGs and there is high confidence that at least eight LCGs will be fully created by the end of the project, bringing the total of LCGs in Senegal to 21.

**OI 0.4 NCD is playing a leading role in KBA work in Senegal**

NCD has continued to take leadership in advocating for KBAs in Senegal. So far the work has been through the assessment of three sites as Important Bird Areas. The data gathered will be used during the second year of the project in the KBA Assessment for at least two sites.

### 3.4 Monitoring of assumptions

**Assumption 1:** Safeguarding is generally recognised as reflecting fundamental behavioural norms.

**Comment:** Senegal is known "country of the Teraanga", meaning high moral value based on kindness and respect of every human being. This has proven to be true for the project so far because, despite political unrests, no safeguarding incident was registered by the project team

**Assumption 2:** KBAs maintain their prominence as important components of the Global Biodiversity Framework at COP15 of CBD.

Comment: Montreal, December 2022 was a true turning point in recognising KBAs as an important tool to conserve and manage sustainably biodiversity on earth. The project is poised to help NCD lead a coalition on other stakeholders in establishing KBA work in Senegal.

Assumption 3: The key government officials in Senegal already have some cursory knowledge of KBAs (eg from following the process of CBD) and can recognise the need for a better understanding of their application in Senegal.

Comment: NCD's President met with the Minister of Environment in the run up to the launch of Pôle Ferlo. The Minister renewed the Senegalese government's commitment towards achieving SDGs in the country

Assumption 4: There are IBAs/KBAs which can demonstrate clear benefits for local communities.

Comment: This assumption is yet to be tested

Assumption 5: Local community interest can be sustained at NCD priority locations.

Comment: Communities' interest keeps growing and NCD continue to receive request from more communities wanting to get support to establish LCGs in their local areas

### **3.5 Achievement of positive impact on biodiversity and poverty reduction**

The increase interest in LCG creation is empowering towards local communities who might have limited knowledge and understanding of the importance of the biodiversity on their doorstep. The strengthening of NCD's network of influence in the interior of the country and on the coast has had the positive effect of promoting local sustainable development by encouraging citizens to become involved in conservation efforts (monitoring, surveillance, awareness-raising and advocacy) for their biodiversity, by supporting protected area managers and their respective local communities. The establishment of management committees and their eco-guards and/or eco-guides at more than a dozen biodiversity-rich sites have also benefited from the project support, enabling them to make a start towards developing projects that will contribute towards improving their livelihoods.

## **4. Project support to the Conventions, Treaties or Agreements**

National Policies: NCD is increasingly recognised by various government agencies as a lead NGO on birds in Senegal. NCD's ornithological expertise was called upon when the ministry of Agriculture was seeking sustainable solution to rice raising by marauding red-billed queleas in the Senegal Delta. In January, they were called upon to lead whole areas of waterbirds census in Kalisaye coastal sites in the Casamance region.

CITES – illegal wildlife trade-related projects (IWT vultures in West Africa, Save Our Species Grant through the French Committee of IUCN) have been secured through BirdLife and other NCD partners, bringing in additional resources to the implementation of the current project.

Convention on Biological Diversity (CBD): NCD contributed to the World Biodiversity Day (5/6/23) and the validation workshops for the Senegal NBSAP. The project is building NCD's capacity to identify and monitor KBAs and to familiarise national stakeholders with the KBA concept including governments, other NGOs and universities.

Global Goals for Sustainable Development (SDGs) of the CBD: NCD contributes to the management of biodiversity in some of key sites where the project is being implemented such as Toc Toc in the Northern region.

Convention on the Conservation of Migratory Species of Wild Animals (CMS/AEWA) NCD worked with partners to improve the status of threatened species (black tailed godwits, etc), and jointed BirdLife International and the RSPB in celebrating the World Migratory Bird Day on 14<sup>th</sup> October 2023.

Ramsar Convention on Wetlands (Ramsar). Many sites in the coastal where NCD's LCGs are located and active are wetlands. NCD celebrated the World Wetland Day 2024 in early February. NCD also collaborates very closely with the department of Marine Protected Areas (DAMP) and thanks to the Darwin Project Technopole, advocacy to the designation of a new marine protected areas in Casamance.

## 5. Gender Equality and Social Inclusion (GESI)

Please quantify the proportion of women on the Project Board <sup>1</sup> .	50% (2FTE out of 4FTE staff)
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women <sup>2</sup> .	2 (RSPB & NCD) out of three partners

GESI Scale	Description	Put X where you think your project is on the scale
<b>Not yet sensitive</b>	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
<b>Sensitive</b>	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	X
<b>Empowering</b>	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	
<b>Transformative</b>	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

<sup>1</sup> A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

<sup>2</sup> Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

The recruitment of LCGs members is through public announcements to communities through word of mouth and pamphlets distributed at gathering such as local markets, places of worship and schools to try to reach all members of communities neighbouring biodiversity-rich areas. There is no selection process, rather admission is through expression of interest to be included in the group. In some LCGs, more women have come forward than men, and in others, there were more men than women. On balance, however, the membership is even distributed and reflects the gender composition and cultural sensitivities.

In terms of staffing, at the end of the 2022, all NCD's permanent staff were men, and only some women were active as interns or volunteers. Three senior members of staff recruited thanks to Darwin grant and working at least 50% of the time on the project are all women. As of 31<sup>st</sup> March 2024, NCD has now achieved a remarkable 50:50 gender parity among its senior workforce, an achievement which is worth celebrating.

## **6. Monitoring and evaluation**

RSPB Project Leader and Finance Managers have followed the implementation of this project very closely since the launch of activities in April 2023. We supported the appointment of three up-and-coming female staff members who were appointed as part of the project, boosting the staffing capacity of NCD whilst improving the gender balance on their workforce.

Regular online meetings (at least once a week) between the project leader and the project staff in Senegal allowed to exchange regularly, especially when the operating environment became difficult politically. This worked until the Internet was not available, as the Senegalese government restricted access to the Internet to disrupt the organisation of political unrests in major cities including Dakar in May-July 2023 and mid-January to mid-March 2024.

Two monitoring visits (in August and January) allowed to assess the impacts the political situation was having on the progress of the project implementation, and included assessing strategies to overcome the risks without putting project's staff and other stakeholders' lives in danger. The monitoring visits by RSPB staff allowed them to participate and support NCD and BirdLife teams including recruitment of new staff and facilitating their inductions, and the review of NSD's Safeguarding Policy.

The closing of gaps identified in financial management capacity has allowed strong management of resources, sound cashflows handling especially during the months of political unrests. The introduction of much needed accounting software allows NCD to produce high quality reports and on time.

Many field activities have had to be postponed from Q3 of year 1 to Q2 and Q3 of year 2, and a change request to this effect is being prepared. This delay was unavoidable because RSPB technical staff couldn't travel to Senegal and even NCD staff on the ground couldn't travel outside their immediate neighbourhoods. This delay means that the project will have less time to embed the training being provided and start assess the impact. However, as per exit strategy, the RSPB and BirdLife are committed to the collaboration with NCD for many years to come and these IBAs/KBAs will continue to benefit from the work started by this Darwin funding.

## **7. Lessons learnt**

The implementation of this project has enabled us to draw many lessons that we can capitalise on for future interventions. These lessons learned are at several levels:

- Good mentoring in leadership and management can be provided mostly remotely, provided that good access to the Internet (the project and co-financing allowed to procure new laptops and the supply of fast broadband to NCD offices in Dakar)

- Political unrest can greatly impact even well-planned project delivery, as it was the case in NCD's attempt to establish Local Conservation Groups (LCGs),
- To solve this problem, a manual on how to set up LCGs was produced by NCD and shared with communities aspiring to set up one. This will enable NCD staff to close any remaining gaps in readiness and get many LCGs launched during the second year of the project.
- The scheduling of activities must always have some level of flexibility, allowing those that can be done remotely (e.g. online training module, drafting of documents) to be done without the need for staff to travel outside their immediate neighbourhood.
- Senegal reputation for being peaceful country (unlike many of its neighbours, Senegalese democracy is yet to fall victim of a military coup) led us to underestimate the risk of political unrests and political violence during the election year.

## **8. Actions taken in response to previous reviews (if applicable)**

### NOT APPLICABLE

However, although this is the first year of the project, it started from a solid baseline established in 2020's organisational report through BirdLife International Quality Assurance System (QAS) that assess the health of its member NGOs every five years or so. It's these recommendation and further assessment of NCD's capacity by the RSPB team that are guiding the prioritisation of actions by this project

## **9. Risk Management**

Senegal experienced serious political unrests between May 2023 and March 2024, following the imprisonment of opposition leaders and the dissolution of a political party. The postponement of the presidential elections which would have normally been held on 25 February 2024 marked the highest point in troubles in which over sixty civilians lost their lives. NCD and BirdLife teams continued to work often remotely to avoid travelling to offices, and the initial visit by the RSPB team at the end of June was delayed until early August. To keep the project staff and volunteers safe, many field activities were postponed avoiding taking unnecessary risk by travelling out of staff's neighbourhoods. These include the creation of Local Conservation Groups and training of NCD volunteers in KBA monitoring techniques.

The risk that the Senegalese government would use restricting access to the Internet for individuals without means to bypass the restrictions was not anticipated. This didn't help when it was important for NCD staff to work remotely and reduce the risk to their own lives. Thankfully the CEO and two other senior colleagues live near NCD offices for which access to Internet broadband was not affected and they kept liaising with the RSPB counterparts even at the height of troubles.

*A revised risk register, retaining original with now new risk on political unrests available (see Excel page 1)*

## **10. Sustainability and legacy**

This project, whose overall aim is to strengthen NCD to become a national NGO so that it can fully play its role in biodiversity conservation and the sustainable development of natural resources by and for the local communities living alongside its protected areas and other natural spaces, is in itself sustainable, since it has succeeded in, among other things:

The project has enabled NCD to employ five women with high-potential on a mix of fixed-term and open-ended (permanent) employment contracts) for 5 young women in particular;

It is contributing to strengthening the technical capacities of 7 of the 11 NCD staff members (including 4 women), making them more effective in their daily work in the service of people (local beneficiaries, NCD volunteers, government partners, etc.) and biodiversity through the many conservation and eco-development projects carried out in the many natural and community areas and sites;

strengthen the partnership between NCD and government environmental departments, local authorities, local and traditional chiefs and grassroots community organizations (CBOs) such as economic interest groups (EIGs), women's promotion groups (GPFs), local youth associations, eco-businesses (green micro-enterprises).

Finally, it should be noted that NCD's intervention model consists of establishing a long-term presence in territories or sites by creating relay groups (LCG) made up of local young people and women who are mentored by the old sages (people experienced in the fields of conservation and green entrepreneurship) to perpetuate NCD's vision and mission at local level. They are coached, structured, empowered, equipped, and supported in green entrepreneurship (ecotourism, beekeeping, fish farming, oyster farming, organic market gardening, animal husbandry, etc.) to enable them themselves to stay (against clandestine emigration and rural exodus) and develop their respective localities.

## **11. Darwin Initiative identity**

The project has made efforts to promote the visibility of the Darwin Initiative by creating a page (<https://ncdsenegal.org/projet-darwin/>) on our website, more under the Program and Projects Section (<https://ncdsenegal.org/projets-en-cours/>), dedicated exclusively to actions carried out within the framework of the project. In addition, in all internal communications and policy documents, such as that of Safeguarding policy, which the project has supported, the Darwin Initiative logo has been used to make it clear that these are products of the project.

This support from the British government has been recognized by a series of acknowledgements to our principal authorities, namely those in charge of the Ministry of the Environment and Ecological Transition (METE), with whom we work on an ongoing basis through its departments and devolved services (protected areas). During meetings at local, national and sub-regional levels (PRCM Forum), the Darwin Initiative's support to NCD's capacity building was acknowledged for its contribution to NCD's progress.

This Darwin Initiative-funded project came at the right time to consolidate and complement BirdLife International's capacity-building program (Capacity Development Fund, now Hatch), which no longer provides direct financial support, only technical assistance. So, what the Hatch program can no longer provide, the Darwin Initiative gives to achieve greater impact.

This is the first substantive investment that Darwin Initiative has invested in Senegal as a single country beneficiary (through BirdLife International and the RSPB have received many grants for the work elsewhere in the world previously). By acknowledging this generous investment by the British Government, the project partners have most of every opportunity where the project's funds are being invested to publicise Darwin Initiative and the difference it's making in the fast growth of NCD to deliver its ambitions, those of a prosperous Senegal where biodiversity is sustainably developed for the benefit of the local communities that depend on it.

Yes. NCD created webpages dedicated to this project on their website, all the necessary links with the Darwin Initiative have been established to give visitors from all countries all the information they need on this British government program. Beyond this, NCD also promotes this support opportunity to its partners, to whom it diffuses the call for applications as soon as it is launched or opened.



## 12. Safeguarding

Has your Safeguarding Policy been updated in the past 12 months?	Yes
Have any concerns been reported in the past 12 months	No
Does your project have a Safeguarding focal point?	YES – Mrs Diakhère [REDACTED]
Has the focal point attended any formal training in the last 12 months?	YES. The RSPB team worked very closely with NCD’s Safeguarding Officer to ensure that the important duties and responsibilities of their role are fully understood. In addition, all staff, volunteers and NCD members were given a refresh of the content of the policy by the Annual General Meeting on the 4 <sup>th</sup> February 2024. Safeguarding training is now part of NCD’s inductions package for all new starters (staff, interns and volunteers).
What proportion (and number) of project staff have received formal training on Safeguarding?	Past: 50% [4 staff in 2020] Planned: 100% [7 staff in 2024 ]
<p><i>Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses.</i></p> <p>No. However NCD gave a refresh training in safeguarding to all its staff, interns and volunteers as the policy was being updated. This is particularly important especially given the rapid expansion of NCD’s Pôles and Local Conservation Groups to deliver conservation efforts.</p> <p><i>Please describe any community sensitisation that has taken place over the past 12 months; include topics covered and number of participants.</i></p> <p>NCD/LCG members: 632      Volunteers &amp; Interns: 5</p>	
<p><i>Have there been any concerns around Health, Safety and Security of your project over the past year? If yes, please outline how this was resolved.</i></p> <p>Yes. Between May 2023 and March 2024 Senegal went through a period of political instability caused by the incumbent president’s attempt to extend his term in office. This caused mass protests which were repressed violently in June/July 2023 and min-Jan to mid-March 2024, with an estimated 60 people losing their lives. To keep all involved in project (staff and beneficiaries) safe, activities requiring long travel both national international were postponed and those involving gathering many people scaled back to keep everyone safe. The presidential elections on 24<sup>th</sup> March and the ushering in of a new government on the 2<sup>nd</sup> of April returned calm throughout Senegal, allowing normal life and safe operating environment for the project to return.</p>	



**Image:** Mrs Diakhère Ndiaye, Finance & Admin Manager and Safeguarding Officer of NCD making a presentation at the AGM on 4<sup>th</sup> March 2024 ©NCD

### 13. Project expenditure

**Table 1: Project expenditure during the reporting period (1 April 2023 – 31 March 2024)**

Project spend (indicative) since last Annual Report	2023/24 Grant (£)	2023/24 Total Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				draft
Consultancy costs				raft – more details to be provided in the financial report, however, Financial Management Advisor position covered by RSPB staff member and KBA Regional Focal Point work not yet undertaken
Overhead Costs				raft
Travel and subsistence				raft – more details to be provided in the financial report, however, due to the political situation in Senegal in the last quarter the funds could not be utilised
Operating Costs				raft
Capital expenditure (see below)				raft
Others (see below)				raft – more details to be provided in the financial report, however, the translation costs were not required
<b>TOTAL</b>	<b>100,867</b>	<b>91,710</b>		

**NOTE:** The achievements of in the first year of this project can be truly appreciated with the background of political instability and unrests that marked more than half of the year. Because of the high level of uncertainty, it wasn't possible to plan and deliver training that would have started building capacity of local community members as well as the assessment of the KBAs. We would like to move the circa £9,000 underspend to 24/25 due to the exceptional issues in Senegal in the last quarter of the year, where we had hoped to use some of the Consultancy budget for Paul and also the travel, but then couldn't, and also because of the evolving situation it was going to prove challenging to input a change-request at the time as we did not know all the final figures or whether it might still be possible to go out in March 24. A detailed financial report containing this request in detail will be submitted shortly

#### Project mobilised or matched funding during the reporting period (1 April 2023 – 31 March 2024)

	Secured to date	Expected by end of project	Sources
Matched funding leveraged by the partners to deliver the project (£)			RSPB BirdLife International NCD
Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project (£)			

**14. Other comments on progress not covered elsewhere**

The strengthening NCD's organisational capacities at all levels has led to a number of other successes, the most important of which are:

- The increase of the project portfolio thanks to the improvement of the staff's knowledge in proposal development and project set-up that were acquired through co-working between the RSPB and NCD teams during the application process to Darwin and the set up and coordination of this project;
- The strengthening of NCD's membership, with a rapid increase in the number of NCD members from just under 400 at the start of the project to 632 at the end of year 1, thanks to the establishment of two LCG and the revitalization of the regional Pôles, in addition to the creation of the new Pôle Ferlo.
- The possibility of co-financing projects has allowed NCD to fund work to assess two of new IBAs in northern Senegal (Trois Marigots, Lac des Guiers).

**15. OPTIONAL: Outstanding achievements or progress of your project so far (300-400 words maximum). This section may be used for publicity purposes.**

I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes (please leave this line in to indicate your agreement to use any material<sup>6</sup> you provide here).

*NOTE: We have many photos we would like to contribute here. However the format requires to be improved and we will contact you separately about sharing some copy for your use.*

File Type (Image / Video / Graphic)	File Name or File Location	Caption including description, country and credit	Social media accounts and websites to be tagged (leave blank if none)	Consent of subjects received (delete as necessary)

## Annex 1: Report of progress and achievements against Indicators of Success for Financial Year 2023-2024

Project summary	Progress and Achievements April 2023 - March 2024	Actions required/planned for next period
<p><b>Outcome</b> NCD is a stronger organisation operating more widely and having a greater impact on national goals for biodiversity and sustainable development</p>		
<p><u>Outcome indicator 0.1</u> BirdLife's Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end.</p>	<p>From the 2020 Quality Assurance System baseline report, NCD has steadily improved the scoring as the staffing levels and gender balance improved, and staff and interns received training and equipment through the project funding</p>	<p>A rerun of the Quality Assurance System five years after the previous one will show clear progress achieved thanks to this project and other investments that NCD, RSBP and BirdLife International secured during the lifetime of the project.</p>
<p><u>Outcome indicator 0.2</u> Internal policy documents in place, e.g. safeguarding, financial management, grievance mechanism, code of conduct by end of first year</p>	<p>Safeguarding policy updated from 2019 edition and the changes approved by the tri-annual general meeting on the 4<sup>th</sup> February 2024.</p>	<p>The revised policies (safeguarding, financial management, staff policies) will be implemented throughout the secretariat and regional sections of NCD</p>
<p><u>Outcome indicator 0.3</u> Ten additional Local Conservation Groups and one more Pôle are established as part of NCD network by end of project</p>	<p>Two out of ten Local Conservation Groups were established during the reporting period. Contacts towards establishing LCGs were initiated with four other sites/communities. This number is lower than anticipated because two full quarters (May-July 2023 and Jan-March 2024) were lost to the political unrests during which it was important to avoid travelling from one's immediate neighbourhood and calling gatherings of people outside established locations such as places of worship.</p>	<p>With restored peace and tranquillity throughout Senegal, reopening of schools and university campuses and possibility to travel and gather peacefully, NCD plans to double down LCG planting at key sites, starting from four sites already primed during year 1 of the project.  Given this significant delay, our target to establish ten new LCGs looks challenging, given current progress. Every effort will be made to catch up on the time lost and at least eight LCGS will be established (six in the new year).</p>
<p><u>Outcome indicator 0.4</u> NCD is playing a leading role in KBA work in Senegal</p>	<p>NCD staff have continued to have keen interest in Key Biodiversity Areas and seeking out every opportunity to</p>	<p>The training workshop is scheduled to take place during the second quarter</p>

	build partnerships that will be needed to establish a National Coordination Group for KBAs in Senegal	(Sept. 2024). Resources have been pulled with BirdLife International who have convened their biannual regional meeting for Africa to be hosted by NCD in Senegal. The KBA workshop will be extended to other interested BirdLife Partners who will be able to showcase their experiences and share lessons learnt.
<b>Output 1</b>		
NCD stronger as an institution through improved financial management and governance, and greater capacity		
<b>Output indicator 1.1:</b>  Improved financial management systems operational and at least 3 staff fully-trained and training for all Pôles by March 2024.	Existing financial systems assessed. New software purchased and installed on NCD's computer system. Six finance, admin and projects/programmes staff trained. Existing data successfully transferred into the new system and used for day-to-day management and periodic reporting. Pôle staff informed about the new system but training wasn't possible because of travel restrictions.	Pôles with live projects to be prioritised in the role out of the new system, followed by others.  Continue to use the new system in developing projects and managing new ones
<b>Output indicator 1.2</b>  NCD's policies and processes, including safeguarding, are understood by all staff and members	Board members and senior management staff within NCD Secretariat were actively involved in reviewing the policies and processes. All staff were helped to understand the new policies and procedures, and the presentation on the changes to the AGM in early March allowed NCD leadership to introduce the new policies and procedures to the members.	Continue to embed new policies and follow new procedures  Monitor compliance with new policies and procedures  Provide further training where compliance falls short of expected standards
<b>Output indicator 1.3</b>  Capacity increased with at least 3 senior positions in place within 3 months of project start, and 1 more Pôle, and at least 10 additional LCGs established by end of project.	The recruitment of three senior managers completed by Q1, allowing the staff to drive forward the delivery of the projects  The Pôle Ferlos established in the NE of the country  Two LCGs so far established (see difficulties encountered)	



<p><b>Output 2.</b> NCD is taking a lead in building capacity in Senegal for identifying and monitoring KBAs and promoting stakeholder involvement from national to grassroots levels</p>		
<p><b>Output indicator 2.1.</b>  NCD's protocols and processes for IBAs/KBAs monitoring, data collection and reporting are brought up to BirdLife standard, with at least 8 NCD staff and members trained in implementation and can give training.</p>	<p>Four NCD staff underwent online training in KBA standards.</p>	<p>In person training will be given by Simmy Bezeng, who has since joined the RSPB, making it easier to deliver more sustained input than his previous position.</p>
<p><b>Output indicator 2.2.</b>  Updated monitoring protocols are being used effectively at 10 IBAs/KBAs by 10 LCGs</p>	<p>The updating of protocol has taken time since the RSPB/BirdLife trainers couldn't travel to Senegal due to political unrests that affected year 1.  NCD was able to commission IBA assessment using separate funding. The learning from the process of this identification and the serious scrutiny that NCD's Pôle Nord members were able to give to this assessment has primed part of the membership to move quickly when the review gets underway in Q2.</p>	<p>All the project's partners are committed to doubling down on training</p>
<p><b>Output indicator 2.3.</b>  NCD is a lead organisation in use of the KBA standard, with at least 3 NCD staff and at least 1 member of each Pôle adept at using the KBA standard, and NCD staff and members giving training at national level.</p>	<p>Ongoing. Online training progressing well, with the firm dates for in person confirmed (Aug/Sept 2024).  Communication about KBAs as an important conservation tool is gathering pace and resources (from LCGs and IBA assessments) are being gathered to win over key stakeholders.</p>	<p>KBA training workshop in late August/early September  Continue to communicate about KBAs and build a coalition that will establish NCG for KBAs in Senegal</p>
<p><b>Output 3.</b> NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs.</p>		
<p><b>Output indicator 3.1.</b>  Participatory ecosystem services assessments of 2 KBAs demonstrate which benefits they give to local communities.</p>	<p>Not due yet</p>	
<p><b>Output indicator 3.2.</b></p>		<p>Nick Williams, RSPB Outreach Officer with background in filming and video</p>



<p>Film produced to show values of KBAs for ecosystem services, and the role of local communities in identifying and protecting KBAs</p>	<p>Scheduled in Year 2/Q4</p>	<p>editing will travel to Senegal in February 2025 to work with his Communications Officer counterpart at NCD to document communities work at KBAs at two sites that are being funded by this project.</p>
<p><b>Output indicator 3.3.</b> Site-based conservation and development plans are developed by LCGs</p>	<p>Existing LCGs have expressed interest to take part into site-based conservation in their local areas, and five have already won funding from external donors with the support from NCD Secretariat</p>	<p>Scale up support to LCGs, including facilitating visits to those whose work is already underway for experience sharing and mutual learning</p>

**Annex 2: Project’s full current Indicators of Success as presented in the application form (unless changes have been agreed)**

Project summary	SMART Indicators	Means of verification
<p><b>Outcome:</b></p> <p>NCD is a stronger organisation operating more widely and having a greater impact on national goals for biodiversity and sustainable development</p>	<ol style="list-style-type: none"> <li>1. BirdLife’s Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end.</li> <li>2. Internal policy documents in place, eg safeguarding, financial management, grievance mechanism, code of conduct by end of first year</li> <li>3. 10 additional Local Conservation Groups and one more Pôle are established as part of NCD network by end of project</li> <li>4. NCD is playing a leading role in KBA work in Senegal (more details below)</li> </ol>	<ol style="list-style-type: none"> <li>1. QAS results</li> <li>2. Policy documents</li> <li>3. Records of LCG establishment</li> </ol> <p>Reporting on KBA programme in Senegal by KBA Secretariat acknowledges role of NCD</p>
<p><b>Output 1</b></p> <p>NCD stronger as an institution through improved financial management and governance, and greater capacity</p>	<ol style="list-style-type: none"> <li>1.1. Improved financial management systems operational and at least 3 staff fully-trained and training for all Pôles by March 2024.</li> <li>1.2. NCD’s policies and processes, including safeguarding, are understood by all staff and members.</li> <li>1.3. Capacity increased with at least 3 senior positions in place within 3 months of project start, and 1 more Pôle, and at least 10 additional LCGs established by end of project.</li> </ol>	<ol style="list-style-type: none"> <li>1.1.1 Financial management consultant’s assessment and training report</li> <li>1.1.2 Accounting software installed</li> <li>1.1.3 Updated NCD finance procedures</li> <li>1.1.4 RSPB financial spot check reports</li> <li>1.1.5 Annual financial audit</li> <li>1.2.1 Policies approved for safeguarding</li> <li>1.2.2 Signed codes of conduct</li> <li>1.2.3 Induction materials for staff, Board, Pôle and LCGs</li> <li>1.2.4 Training feedback</li> <li>1.2.5 Reports of LCG training and participation</li> <li>1.2.6 Minutes from Executive Committee meetings</li> <li>1.2.7 Plan for financial sustainability</li> <li>1.3.1 Three senior staff positions in place</li> <li>1.3.2 Terms of Reference and list of members of new Pôle</li> <li>1.3.3 Terms of reference and list of members of new LCGs</li> </ol>

<p><b>Output 2</b></p> <p>NCD is taking a lead in building capacity in Senegal for identifying and monitoring KBAs and promoting stakeholder involvement from national to grassroots levels</p>	<p>2.1 NCD's protocols and processes for IBAs/KBAs monitoring, data collection and reporting are brought up to BirdLife standard, with at least 8 NCD staff and members trained in implementation and can give training.</p> <p>2.2 Updating monitoring protocols are being used effectively at 10 IBAs/KBAs by 10 LCGs</p> <p>2.3 NCD is a lead organisation in use of the KBA standard, with at least 3 NCD staff and at least 1 member of each Pôle adept at using the KBA standard, and NCD staff and members giving training at national level.</p>	<p>2.1.1. IBA/KBA monitoring guidelines updated</p> <p>2.1.2. Reports on training programme for LCGs.</p> <p>2.1.3. Monitoring data received from 10 IBAs/KBAs</p> <p>2.1.4. Updates to BirdLife World Bird Database</p> <p>2.1.5. Annual report on IBA/KBA monitoring</p> <p>2.2.1. Certificates of completion of on-line KBA training programme</p> <p>2.2.2. At least 2 KBA assessments</p> <p>2.2.3. Reporting on national training workshop</p> <p>2.2.4. Draft TOR for a national coordination group for KBAs.</p>
<p><b>Output 3</b></p> <p>NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs.</p>	<p>3.1. Participatory ecosystem services assessments of 2 KBAs demonstrate which benefits they give to local communities.</p> <p>3.2. Film produced to show values of KBAs for ecosystem services, and the role of local communities in identifying and protecting KBAs</p> <p>3.3. Site-based conservation and development plans are developed by LCGs</p>	<p>3.1.1. Reports on ecosystem service assessments.</p> <p>3.2.1. Film produced and available online.</p> <p>3.3.1. Reports of LCG consultations.</p>
<p><b>Activities</b> (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p><b>Output 1:</b> NCD stronger as an institution through improved financial management and governance, and greater capacity</p> <p>1.1 NCD's financial management system will be assessed by RSPB finance staff visiting Dakar using RSPB tools.</p> <p>1.2 An independent consultant based in Senegal is contracted to work with NCD to improve and develop its finance procedures and provide staff training.</p> <p>1.3 Administrative and financial procedures reviewed with NCD staff, board members and in consultation with Pôle staff.</p> <p>1.4 RSPB staff monitor and review financial systems and management through financial reporting and monitoring visits.</p> <p>1.5 Training provided on the financial management procedures to all NCD staff and executives of Pôles.</p> <p>1.6 New accounting software is purchased installed and being used by NCD finance staff</p> <p>1.7 Annual external audits conducted by qualified accountancy firms.</p> <p>1.8 Three new senior positions recruited to NCD at the beginning of the project. (Conservation, Programmes and Administration &amp; Finance) to build staff capacity.</p> <p>1.9 RSPB staff support 3 NCD staff/Board members (at least one woman) with training on safeguarding and support develop training and communications programme.</p>		

- 1.10 NCD staff will develop communications and training materials for members and staff and to improve visibility of NCD.
- 1.11 Executive Committee meeting reviews financial procedures and safeguarding policies and procedures.
- 1.12 General assembly for each Pôle will provide training on NCD mission, procedures and safeguarding and elect new Pôle Board.
- 1.13 Tri-annual NCD general assembly will convene members to reinforce training and receive feedback on NCD culture, its mission, safeguarding and codes of conduct.
- 1.14 A new Pôle will be established in the Ferlo savannah region.
- 1.15 At least 10 new LCGs will be established led by Pôle executives through visits to IBAs/KBAs.
- 1.16 Consultations with all LCGs on local priorities – long term and with specific targets for next 5 years
- 1.17 Statutory Executive Committee 2-day workshop planning for financial stability .

**Output 2.** NCD is taking a lead in building capacity in Senegal for identifying and monitoring KBAs and promoting stakeholder involvement from national to grassroots levels

- 2.1. RSPB and NCD technical staff visit LCGs to review monitoring programme across at least 05 sites in Senegal
- 2.2. RSPB staff work with NCD staff on updating monitoring programme, to identify key species, incorporate BirdLife's IBA monitoring system and identify data management needs.
- 2.3. NCD staff roll out training across 10 LCGs on monitoring and where required, bird species identification
- 2.4. A first annual report is produced on IBA/KBA monitoring by NCD staff with support from RSPB staff.
- 2.5. Formal KBA training followed on-line using <https://www.conservationtraining.org/> by 3 NCD staff and at least 1 member of each Pôle.
- 2.6. Advanced bespoke KBA training of NCD staff and members to assess IBAs against KBA criteria and use KBA training materials.
- 2.7. Assessments of at least 2 IBAs against KBA criteria, including collection of field data and full consultation process with local communities (especially LCG).
- 2.8. Meetings on the consideration of KBAs with officials of the Ministry of the Environment, Sustainable Development and Ecological Transition of Senegal.
- 2.9. Four-day KBA training workshop, facilitated by NCD and supported by KBA Secretariat, RSPB and BirdLife.

**Output 3.** NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs.

- 3.1 RSPB, BirdLife and NCD review IBAs/KBAs in Senegal to identify high profile sites representing terrestrial and wetland/aquatic ecosystems.
- 3.2 BirdLife/RSPB work with NCD staff to develop methods for ecosystem services assessment adapted to selected sites.
- 3.3 NCD conduct ecosystem services assessment at 2 sites.
- 3.4 Ecosystem services assessment reports and presentations produced and reviewed by BirdLife and RSPB.
- 3.5 Storyboard developed on film about KBAs, their local values for ecosystem services, and the role of local communities in identifying and protecting KBAs.
- 3.6 Film maker and NCD conduct field visits to gather footage.
- 3.7 Film produced in consultation with NCD, RSPB and BirdLife.
- 3.8 Film published online, following KBA training workshop, then promoted through social media and communications channels of the RSPB and BirdLife.

#### **Important Assumptions**

- 1. Safeguarding is generally recognised as reflecting fundamental behavioural norms.
- 2. KBAs maintain their prominence as important components of the Global Biodiversity Framework at COP15 of CBD.

3. The key government officials in Senegal already have some cursory knowledge of KBAs (eg from following the process of CBD) and can recognise the need for a better understanding of their application in Senegal.
4. There are IBAs/KBAs which can demonstrate clear benefits for local communities.
5. Local community interest can be sustained at NCD priority locations.

## Annex 3: Standard Indicators

**Table 1 Project Standard Indicators**

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
DI-A01	Number of NCD staff members (HQ and regional offices) trained in safeguarding	People	4 Women & 7 Men	11			11	TBC
DI-A03	Number of NCD members actively involved in the project at site level, to conserve biodiversity and improve their livelihood	People	Young people Men and women IBA monitoring Income generated	30			30	90-100
DI-A04	Number of Local Conservation Groups established near biodiversity rich areas (KBAs) to manage them	Groups	Equal men & women	2			2	10

**Table 2 Publications**

Title	Type (e.g. journals, best practice manual, blog post, online videos, podcasts, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)



## Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the <b>correct template</b> (checking fund, type of report (i.e. Annual or Final), and year) and <b>deleted the blue guidance text</b> before submission?	Y
<b>Is the report less than 10MB?</b> If so, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	Y
<b>Is your report more than 10MB?</b> If so, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line.	
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Y
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 15)?	Y
Have you involved your partners in preparation of the report and named the main contributors	Y
Have you completed the Project Expenditure table fully?	Y
Do not include claim forms or other communications with this report.	