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# **DIR29CC\1190**

## **Strengthening a leading NGO for conservation and development in Senegal**

Senegal faces major challenges to conserve and restore its declining biodiversity. Nature-Communautés-Développement (NCD), BirdLife's new partner in Senegal, can play an important role in addressing these challenges, through its network of local community-based nature 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 to support planning for biodiversity conservation at the national level.

## PRIMARY APPLICANT DETAILS

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Title Mr  
Name Nick  
Surname Folkard  
Tel (Work) [REDACTED]  
Email (Work) [REDACTED]  
Address [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
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## CONTACT DETAILS

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Title Mr  
Name Paul  
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## Section 1 - Contact Details

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### PRIMARY APPLICANT DETAILS

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Title Mr  
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Email [REDACTED]  
Address [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

### GMS ORGANISATION

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Type	Organisation
Name	The Royal Society for the Protection of Birds
Phone (Work)	[REDACTED]
Email (Work)	[REDACTED]
Address	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

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## Section 2 - Title & Summary

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### Q3. Title:

Strengthening a leading NGO for conservation and development in Senegal

### Q4a. Is this a resubmission of a previously unsuccessful application?

No

Please attach a cover letter.

Please include a response to any previous feedback in your cover letter.

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 [RSPB cover letter](#)

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## Q5. Summary

**Please provide a brief summary of your project: the capability and capacity problem/need it is trying to address, its aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.**

**Please write this summary for a non-technical audience.**

Senegal faces major challenges to conserve and restore its declining biodiversity. Nature-Communautés-Développement (NCD), BirdLife's new partner in Senegal, can play an important role in addressing these challenges, through its network of local community-based nature 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 to support planning for biodiversity conservation at the national level.

## Section 3 - Title, Dates & Budget Summary

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### Q6. Country(ies)

**Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.**

<b>Country 1</b>	Senegal	<b>Country 2</b>	<i>No Response</i>
<b>Country 3</b>	<i>No Response</i>	<b>Country 4</b>	<i>No Response</i>

**Do you require more fields?**

No

### Q7. Project dates

<b>Start date:</b>	<b>End date:</b>	<b>Duration (e.g. 1 years, 8 months):</b>
01 April 2023	31 March 2025	2 years

### Q8. Budget summary

Year:	2023/24	2024/25	Total request
<b>Amount:</b>	██████████	██████████	██████████

## Q9. Proportion of Darwin Initiative budget expected to be expended in eligible countries: %



### Q10a. Do you have proposed matched funding arrangements?

Yes

### What matched funding arrangements are proposed?

The RSPB will provide [REDACTED] in the shape of staff time ([REDACTED]) and cash spend ([REDACTED]).

BirdLife will provide [REDACTED], and NCD will provide [REDACTED].

## Q10b. Total confirmed & unconfirmed matched funding (£)



### Q10c. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

Not applicable – all our matched funding is confirmed.

## Section 4 - Project need

### Q11. The need that the project is trying to address

**Please describe evidence of the capability and capacity need your project is trying to address with reference to biodiversity conservation and poverty reduction challenges and opportunities.**

**For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).**

Senegal lies on the Atlantic seaboard of West Africa. It has a wide range of habitats, including desert, savannah, forest, freshwater and coastal/marine, and is therefore highly biodiverse – supporting for example 188 mammal species and 674 bird species. In addition, due to its location it is of great importance for migratory birds that breed in Europe and either winter in Senegal or pass through it in spring and autumn.

Like many other countries in the region, Senegal is experiencing significant ecosystem degradation. This is driven by the usual factors such as population growth and economic development, and is recognised as a major threat to national biodiversity.

L'Association Nature-Communautés-Développement (NCD) is a Senegalese NGO established in 2010 to mobilise support for the conservation of biodiversity (particularly birds) in Senegal while promoting the sustainable livelihoods of local communities. It has a strong grassroots base, with a growing number of Local Conservation Groups (LCGs - currently ten) coordinated through six regional branches called Pôles and a small Secretariat in Dakar.

Following a thorough assessment process, NCD became a full member of the BirdLife International partnership in 2021. The BirdLife assessment identified a number of areas where NCD needs to strengthen its capacity both organisationally and technically in order to meet the challenges facing biodiversity in Senegal. As the BirdLife Partner in the UK, the RSPB has been supporting NCD since 2018 and participated in that assessment. A strong mutual understanding has been achieved recognising priority areas for institutional support, with an overall goal of strengthening NCD's management and building staff capacity to deliver a larger and more effective biodiversity conservation portfolio. 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.

As well as building NCD's overall capacity, the project will enhance its ability to promote Key Biodiversity Areas (KBAs) – critical sites for the global persistence of biodiversity that are identified using clear, objective, standardised criteria. KBAs build on the Important Bird Areas (IBAs) model developed by BirdLife International, which NCD is familiar with. Currently IBAs are all a subset of KBAs. KBA identification can help national planning processes balance conservation and development needs more effectively. Moreover, KBAs are now considered the main indicators for measuring progress towards global '30x30' commitments for the protection of land and marine areas, and will figure prominently in the forthcoming Conference of the Parties to the Convention on Biological Diversity ('COP15'). Senegal has yet to develop a national KBA network and has limited experience of identifying these sites, so strengthening NCD's skills in this area will be of great value and will further increase their influence at national level.

## Section 5 - Darwin Objectives and Conventions

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### Q12. Biodiversity Conventions, Treaties and Agreements

**Q12a. Your project must support the commitments of one or more of the agreements listed below.**

**Please indicate which agreement(s) will be supported.**

- Convention on Biological Diversity (CBD)
- Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- Ramsar Convention on Wetlands (Ramsar)
- Global Goals for Sustainable Development (SDGs)

### Q12b. National and International Policy Alignment

**Using evidence where available, please detail how your capability and capacity project will contribute to national policy (including NBSAPs, NDCs, NAP etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.**

#### NATIONAL POLICIES

Through its strategy, NCD aligns itself with the National Biodiversity Strategy and Action Plan, the National Wetlands Policy, and the AEWA (part of CMS) National Action Plan; and NCD participates in reviews and updates of these policy documents.

#### CBD

The project will make an important long-term contribution to Senegal's commitment to the Convention on Biological Diversity. COP15 in December 2022 will see the adoption of the post-2020 Global Biodiversity Framework, where KBAs are expected to figure prominently as indicators for achieving 30x30 outcomes. The project will build NCD's capacity to identify and monitor KBAs and to familiarise national stakeholders with the KBA concept including governments, other NGOs and universities.

#### CMS

Migratory birds are a cornerstone of the RSPB's work with NCD. The project will strengthen the capacity of NCD to monitor migratory birds, with a long-term view to their protection. Through BirdLife, the RSPB and NCD are part of the East Atlantic Flyway Initiative overseeing conservation of migratory birds. The RSPB and BirdLife contribute directly to CMS, drawing from inputs from national partners like NCD.

#### RAMSAR

All nine Ramsar sites in Senegal are Important Bird Areas (IBAs) and most are already part of NCD's network of monitored sites. The project would support the monitoring of these sites and assessment of their KBA status.

SDGs

The project will support SDGs directly: SDG 12 by supporting national planning through identification of KBAs; 14 and 15 as it will help to identify KBAs for both marine and terrestrial areas; 16 through strong grassroots involvement in planning and assessment processes; and SDG 17 by providing training on KBAs, monitoring and strengthening civil society capacity. Other goals indirectly supported will be SDG 1 through conservation and development planning with local groups, and 5 through active involvement of women in the project.

## Section 6 - Method, Change Expected, Gender & Exit Strategy

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### Q13. Methodology

**Describe the methods and approach you will use to achieve your intended capability and capacity Outcome and contribute towards your Impact. Provide information on:**

- How you have reflected on and incorporated **evidence and lessons learnt** from past and present similar activities and projects in the design of this project.
- The specific approach you are using, supported by **evidence that it will be effective, and justifying why you expect it will be successful** in this context.
- How you will undertake the work (activities, materials and methods).
- What the **main activities** will be and where these will take place.
- How you will **manage the work** (governance, roles and responsibilities, project management tools, risks etc.).
- What practical elements will be included to embed new capabilities?

This project has two main components: (a) focused institutional strengthening and (b) strengthening technical capacity for monitoring and protecting KBAs. Our understanding of NCD's organisational strengthening needs comes from several tools that BirdLife and the RSPB use for monitoring partners' development.

Three new senior positions will be recruited for the project to bring immediate greater capacity to NCD. They will be part-funded by the RSPB and other projects..

Day-to-day coordination between RSPB and NCD will be mainly online, supplemented by regular RSPB visits to Senegal. The project will also benefit from the BirdLife regional office in Dakar, which will provide additional in-person support to NCD.

#### DELIVERY

The project will work through all tiers of NCD's structure, interacting directly with NCD's staff and Board, who will work in turn with the Pôles and Local Conservation Groups (LCGs). The Executive Committee draws together staff, Board and Pôle representatives at least bi-annually for high-level decision-making and will be a key forum for guiding the project. During the project period tri-annual General Assemblies (Pôle and national) will be held during which much of the institutional training will be delivered, eg, reinforcing NCD's mission, culture, safeguarding and code of conduct. Once trained, Pôles will liaise directly with LCGs within their respective region for delivery of training related to NCD's mission and values (including safeguarding). The respective Pôle staff will be involved in activities with local communities in their regions. Trained NCD staff will provide support where required.

#### FINANCE

Qualified RSPB finance staff will review NCD's financial management capabilities at the start of the project. A local consultancy will then be contracted by the RSPB to train NCD staff, develop financial procedures and support the installation of updated accounting software and the operationalisation of new procedures.

A workshop on planning for financial sustainability will be held with key staff and members of the Executive Committee based on a method developed by humentum.org and BirdLife Guidelines for fundraising. It will be facilitated by RSPB and BirdLife.

## SAFEGUARDING

Safeguarding training will draw on BirdLife's safeguarding guidelines (developed by the RSPB) and online tools such as <https://safeguardingsupporthub.org/>. RSPB specialists will support NCD develop a safeguarding policy, procedures and training methods. There will be a strong emphasis on gender equality. Training will be provided at all levels within NCD – including to the Executive Committee, which includes the heads of all Pôles. A safeguarding officer will be designated for NCD and each Pôle. A code of conduct will also be developed alongside the policy, which all NCD staff and members will be required to sign.

## EXPANDING THE NETWORK

The project will support NCD establish a new Pôle in the Ferlo region, and new LCGs at sites of ecological interest not yet covered.

## DATA COLLECTION AND MANAGEMENT

RSPB conservation monitoring staff will review current processes for site monitoring and help NCD develop clear objectives for monitoring (including priority species), appropriate methods and comprehensive data collection approaches. NCD staff will be trained to use the Pressure-State-Response monitoring framework developed by BirdLife, and will in turn train Pôles and LCGs in this as well as in survey methods and bird identification where required. Monitoring guidelines will be prepared by NCD and RSPB staff.

The RSPB will advise on data management and reporting, and will identify appropriate software for this (e.g. Kobo Toolbox). It will also provide training on the use of BirdLife's World Bird Monitoring Database.

## KEY BIODIVERSITY AREAS

KBA training will be provided to technical NCD staff using the online resources at <https://www.conservationtraining.org/>. NCD staff will then be mentored in application of the KBA Standard to assess current IBAs, learning through practice. A four-day KBA stakeholder training workshop will be delivered on the KBA Standard and its application. The workshop will follow a standard training agenda adapted to the Senegalese context. Training will be provided by trained NCD staff, RSPB staff and the KBA Regional Focal Point, and by other nationals who bring particular experiences (e.g. an expert in community consultation and processes such as Informed Consent). An important session in the training will on KBA National Coordination Groups and discussion on how one may function in Senegal, drawing from other experiences in West Africa.

NCD, BirdLife and the RSPB will identify two IBAs/KBAs, one predominantly aquatic and one predominantly terrestrial, to conduct ecosystem service assessments with the participation of the relevant LCGs. Again, this will involve 'learning by doing'.

The outputs from this work will be a report, a presentation and short films demonstrating integration of conservation and livelihoods around KBAs.

## Q14. How will you identify participants?

**How did/will you identify and select the participants (individuals and organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent?**

NCD has been selected as the main beneficiary of this project, because it is the BirdLife Partner in Senegal. As a leading conservation organisation that is well networked, beneficiaries will extend to local communities and other conservation and development organisations, be they governmental or non-governmental. NCD's admission to the BirdLife partnership followed a rigorous assessment. As a BirdLife Partner, the RSPB follows the principle of supporting other national BirdLife partners when working outside the UK.

NCD has a relatively large membership base of over 500 people, spread throughout almost all regions of Senegal. This constituency will comprise the main beneficiaries of the project. A steady increase in membership is partly due to the simplicity of membership procedures and that membership is open to all. It is a principle of NCD that all members have the

same status whether at LCG, Pôle or national levels. Recruitment is generally done by the Pôles and LCGs with good knowledge of communities on the ground.

Another set of direct beneficiaries will be people within organisations of national standing for training in KBAs. These will include government staff, other NGO staff, academics and possibly important private sector organisations and transnational organisations. Trainings will target decision makers and technical staff – separately when required. Training will be open to all, although NCD and local BirdLife staff will convene a small group to conduct a mapping exercise for identifying for whom training would be most relevant at this stage, covering representatives of all stakeholders listed above. The Ministry of Environment will be the main point of contact in government.

## Q15. Gender equality

**All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans. Please summarise how your capability and capacity project will contribute to reducing gender inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.**

Progress is being made in Senegal in improving women's rights, although it is recognised that more needs to be done. Likewise NCD recognises the need for redressing the gender imbalance and actively promotes greater female involvement in all functions of the association. Currently 16% of staff, 33% of Board members, and about 30-35% of NCD members are women. Four out of five current NCD interns are young women being given an opportunity to develop their careers. All LCGs include women among their members; one has 70% female membership. In particular, those LCGs with more activities related to livelihoods have higher female representation.

NCD recognises that more needs to be done in this area, especially to reduce gender inequality in its workforce. With recruitment underway, female candidates are strongly encouraged because of the need to re-balance the gender ratio among central and regional staff.

In the current absence of a specific safeguarding policy, related provisions have been written into NCD's constitution and bylaws to demonstrate commitment to these issues. The project will integrate gender equality within safeguarding training and promote a reduction in gender inequality at all structural levels, from the Board to the membership of local groups. NCD will develop a comprehensive safeguarding policy, awareness materials and training guidelines for dissemination at all levels of the organisation so structures are in place to monitor and uphold safeguarding standards, including gender equality.

As a BirdLife partner, NCD aligns itself with BirdLife policies and guidelines in relation to equality.

As the lead partner and an UN Global Compact Signatory, the RSPB will provide high levels of safeguarding standards, support and guidance, with RSPB policies like 'Whistleblowing' also providing processes for RSPB and project partner staff to raise concerns and launch investigations into any breaches of such policy.

## Q16. Change expected

**Detail what the expected changes to in-country capability and capacity will deliver for both biodiversity and poverty reduction. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail – number of households should be the largest unit used**

SHORT TERM

Benefits to NCD

- Increased staff force with at least 3 senior managerial positions. This will be an immediate short-term benefit that will assure increased capacity for programme development.
- The financial management of NCD is improved, to be more efficient, more transparent and more robust, enabling better

and more effective decision making and reporting.

- All key personnel will be familiar with the financial management guidelines and be able to work more effectively.
- Safeguarding and related procedures will be understood by all staff and members, ensuring a safer more open environment for everyone involved with NCD.
- Reduced risk of instability caused by poor financial management, unsafe working environment, weak internal communications and understanding of internal processes.
- NCD personnel have improved capability and capacity for designing and managing their programme for monitoring IBAs/KBAs.
- NCD personnel have competence in understanding the KBA standard and giving training.

Benefits for biodiversity

- 10 LCGs are established for monitoring and protection of 10 IBAs/KBAs.
- 2 IBAs are well-assessed against KBA criteria and recognised internationally as such.
- There is broader national recognition of the importance of KBAs as a global standard, which encompasses all biological taxa and ecosystems.

Benefits for people

- Local communities are empowered through being part of NCD's network for conservation and development.
- All NCD members and individuals working with NCD feel they are working in a safe environment, where any concerns will be heard and addressed.
- All local conservation groups have provided feedback to address local livelihood needs feeding into NCD programme development.

LONG TERM

Benefit for NCD

- More senior staff will mean increased capacity to fundraise and manage more projects, thus maintaining the positions and increase NCD's capacity to carry out more effective work conservation and development.
- Greater capacity for financial management of more and larger projects.
- A sustainable financing plan will look long-term for developing diverse financing options to ensure the sustainability of a larger organisation.
- A greater network of local conservation groups working throughout the country.
- NCD will have more prominent national standing to speak up for nature and the communities that are most dependent upon it in their day-to-day lives.

Benefit for biodiversity

- Clearer understanding of the status of nature in Senegal, through more systematic and widespread monitoring and identification of IBAs and KBAs.
- This will lead to more accurate reporting to CBD and clearer definition of national targets under the NBSAP and other equivalent plans for biodiversity
- Which in turn will lead to better protection of nature in the most appropriate places.

Benefit for people

- The livelihood needs to LCGs that are part of NCD's network are prominent within the next strategic plan.
- More people involved in protection of important areas for biodiversity close to them and empowered in decision-making.
- More people benefiting from the ecosystem services that KBAs bring to them.

## Q17. Exit Strategy

**How will the project reach a sustainable point and continue to deliver benefits post-funding?**

**How will the built capability and capacity be maintained in-country? How will the new capability and capacity be replicated to strengthen additional future environmental leaders beyond the project? How will the benefits be scaled? Are there any barriers to scaling and if so, how will these be addressed? How will the materials developed during the project be made more widely accessible during and after the project?**

NCD will continue to receive support through the RSPB and BirdLife after the project. Our conservation goals are

inextricably linked through the migratory birds which connect us. The RSPB has a long-term outlook to support partners and evolves its relationship to address new priorities as more urgent weaknesses are resolved. Stable organisational and financial management is seen as an essential base from which to build from.

At the end of the project, NCD will have greater capacity for managing larger and more projects and to access and manage more opportunities which the current donor environment in Senegal offers. This will enable them to sustain a larger organisation.

Project benefits will automatically be scaled, because of the structure of NCD, with its system of regional branches that support local site support groups.

By taking the lead on KBAs nationally, NCD will facilitate training for other national stakeholders; government, CSOs, academia and private sector, and develop internal capability to support further training and the use of KBAs as an advocacy tool. Through NCD's links with BirdLife and the KBA Secretariat it will remain updated on KBAs.

The project will begin discussions on a National Coordination Group (NCG) for KBAs, drawing from approaches used in other countries. NCGs are essential for broad stakeholder buy-in and understanding of KBAs. The RSPB and BirdLife as global KBA partners will continue to support and seek resources for development of the NCG.

Through NCD's experience on the ground, the local community engagement component in KBA identification will be emphasised at the national level through workshop/NCG meeting presentations and through videos.

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:**

*No Response*

## Section 7 - Risk Management

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### Q18. Risk Management

**Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.**

**Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.**

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Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
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<p><b>Fiduciary (financial)</b></p> <p>Weak financial management of NCD risks potential for mis-used funds, delays in project implementation, weak financial reporting leading to poor project management</p>	Major	Likely	Severe	<p>Strengthening financial management of the partner will be a priority at the beginning of the project.</p> <p>RSPB finance staff will visit Senegal early on in the project to set protocols for the project.</p> <p>NCD will receive training and there will be regular reporting and monitoring.</p> <p>Quarterly financial reporting from NCD.</p>	Minor
<p><b>Safeguarding</b></p> <p>Project activities could offer opportunities for abuse/harassment as well as being unsafe</p>	Major	Unlikely	Moderate	<p>Project activities will be designed using the RSPB's and BirdLife's safeguarding policies. The policy and design process will be shared with NCD, who will be supported to develop their own equivalent policy during the project and disseminate it among all members.</p>	Minor
<p><b>Delivery Chain</b></p> <p>A typical risk with projects involving a training component is loss of the trained staff from the organisation</p>	Moderate	Likely	Major	<p>Training will be spread among several staff and members each time and guidelines, training materials developed.</p> <p>Training of trainers will be integral to the approach so that trained staff will pass on their training to new recruits and knowledge and skills are not lost from the organisation</p>	Minor
<p><b>Risk 4</b></p> <p>Inflation reduces size of grant available</p>	Moderate	Likely	Major	<p>Budgeting includes inflationary estimates</p> <p>Flexibility of RSPB co-funding allows adjustments to be made to fill project funding gaps.</p> <p>Some activities can be adjusted, eg reducing international travel and relying more on internet communication.</p>	Insignificant
<p><b>Risk 5</b></p> <p>RSPB staff unable to travel to Senegal to provide training due to restrictions - e.g. covid, national unrest</p>	Moderate	Rare	Minor	<p>Where RSPB staff are unable to travel engagement will need to be online, for which we are accustomed. BirdLife staff based in Dakar will also be available to facilitate.</p>	Insignificant
<p><b>Risk 6</b></p> <p>Other national stakeholders are uninterested in KBAs</p>	Moderate	Unlikely	Moderate	<p>High-quality outreach, emphasising experience and benefits elsewhere in (West) Africa</p>	Minor

## Section 8 - Implementation Timetable

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### Q19. Provide a project implementation timetable that shows the key milestones in project activities

Provide a project implementation timetable that shows the key milestones in project activities, linking them to your Outputs. Complete the Word template as appropriate to describe the intended workplan for your project.

[Implementation Timetable Template](#)

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

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 [Senegal timetable](#)  
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## Section 9 - Monitoring and Evaluation

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### Q20. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

The RSPB Project leader will be responsible for M&E and will collaborate closely BirdLife staff in Dakar. Regular online and in-person contact between project partners will ensure the project is developing as planned and is able to course-correct any issues that may arise. Regular online meetings will be scheduled with the NCD Project manager and BirdLife staff. BirdLife staff from the Dakar office will also schedule regular in-person meetings with NCD. A WhatsApp group (or equivalent) will be set up for regular informal communication, on top of email etc. The RSPB Project Leader will visit Senegal at least thrice annually. Quarterly meetings will be held (usually hybrid on-line) with a project steering group comprising all project partners.

To monitoring project delivery, a detailed workplan will be agreed by the project steering group, including use of SMART indicators, where appropriate.

NCD has a staff member with a role of coordinating M&E of all NCD's projects and will support the project. The RSPB already has a reporting schedule built into its support contracts with partners, which is at least bi-annual. The project will build of established M&E.

The RSPB Finance manager will visit Senegal at the beginning and end of the project and receive quarterly financial reports from NCD. External annual financial audits of NCD's overall finances will be required as measures of strengthened financial stability.

Project documentation will be stored locally on an RSPB Sharepoint Drive with restricted access.

Site monitoring will be strengthened as an output of this project.

**Total project budget for M&E in GBP (this may include Staff and Travel and Subsistence costs)** ██████████

**Percentage of total project budget set aside for M&E** █

**Number of days planned for M&E** 71

## Section 10 - Indicators of Success

### Q21. Indicators of success

Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.

See the Monitoring, Evaluation and Learning Guidance for advice on selecting SMART indicators and milestones.

Please note that the number of participants in training is not an output, please consider how to measure the success of the training rather than participation in training.

In the table below please outline your Outcome and between 1-4 Outputs. Each statement should have between 2-3 SMART indicators and end target (figure/state/quality) including how you would evidence achievement – i.e. “Means of Verification”.

	SMART Indicator	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>	<p>1. BirdLife’s Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end.</p> <p>2. Internal policy documents in place, eg safeguarding, financial management, grievance mechanism, code of conduct by end of first year</p> <p>3. 10 additional Local Conservation Groups are established as part of NCD network by end of project</p> <p>4. NCD is playing a leading role in KBA work in Senegal (more details below)</p>	<p>1. QAS results</p> <p>2. Policy documents</p> <p>3. Records of LCG establishment</p> <p>4. Reporting on KBA programme in Senegal by KBA Secretariat</p>

## Output 1

NCD stronger as an institution through improved financial management and governance and greater capacity

1. Improved financial management systems operational and at least 3 staff fully-trained and training for all Pôles by March 2024.

2. NCD's policies and processes, including safeguarding, are understood by all staff and members.

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.

1.1. Financial management consultant's assessment and training report

1.2. Accounting software installed

1.3. Updated NCD finance procedures

1.4. RSPB financial spot check reports by qualified RSPB staff

1.5. Annual financial audit

2.1. Policies approved for safeguarding, grievance mechanism and shared with all members and staff

2.2. Code of conduct signed by all members and staff

2.3. Induction materials for all staff, Board members, Pôle members and LCGs

2.4. Training feedback from all staff and all Board and Pôle members

2.5. Reports of LCG training and participation

2.6. Minutes from Executive Committee meetings

2.7. Plan for financial sustainability

3.1. Three senior staff positions in place

3.2. Annual appraisals of all staff

3.3. Terms of Reference and list of members of new Pôle

3.4. Terms of reference and list of members of new LCGs

---

## 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

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.

2. Updating monitoring protocols are being used effectively at 10 IBAs/KBAs by 10 LCGS

3. NCD is a lead organisation in use of the KBA standard, with at least 3 NCD staff and at least 2 members of each Pôle adept at using the KBA standard, and NCD staff and members giving training at national level.

1.1. IBA/KBA monitoring guidelines updated  
1.2. Training programme on monitoring delivered to 100 individuals in 20 LCGs

2.1. Monitoring data received from 10 IBAs/KBAs  
2.2. Updates to BirdLife World Bird Database  
2.3. Annual report on IBA/KBA monitoring

3.1. NCD staff and members of Pôles have certificates of completion of on-line training programme on KBAs  
3.2. At least 2 KBA assessments completed by NCD staff  
3.3. National training workshop on KBAs delivered, with agenda showing presentation on NCD's experiences with working with local communities and discussion on stakeholder engagement  
3.4. Draft TOR for a national coordination group for KBAs.

## Output 3

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

1. Participatory ecosystem services assessments of 2 KBAs demonstrate which benefits they give to local communities.

2. Film produced to show values of KBAs for ecosystem services, and the role of local communities in identifying and protecting KBAs

3. Site-based conservation and development plans are developed by LCGs

1. Two reports from 2 KBAs on ecosystem service benefits to local communities and wider landscape.

2. Film demonstrating importance of KBAs and the ecosystem services available online and shown at national KBA workshop.

3. Reports of LCG strategic review meetings and 5 year development plans.

## Output 4

*No Response*

*No Response*

*No Response*

## Activities

**Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.**

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

1.1 NCD's financial management system will be assessed by RSPB finance staff visiting Dakar using RSPB tools.

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.

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

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

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

1.6 New accounting software is purchased installed and being used by NCD finance staff

- 1.7 Annual external audits.
- 1.8 Three new senior positions recruited to NCD at the beginning of the project. (Conservation, Programmes and Administration & Finance) to build staff capacity.
- 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.
- 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 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. 4 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 on line, following KBA training workshop, then promoted through social media and communications channels of the RSPB and BirdLife.

### **Important Assumptions:**

**Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.**

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.

## Section 11 - Budget and Funding

---

### Q22. Budget

Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.

Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the [Finance Guidance](#) for more information.

- [Budget form for projects under £100,000](#)
- [Budget form for projects over £100,000](#)

Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.

**NB:** Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.

Please upload the Lead Partner's accounts (or other financial evidence – see Finance Guidance) at the certification page at the end of the application form.

---

 [DI-Cap&Cap-RSPB-NCD-Budget](#)  
 07/11/2022  
 19:22:48  
 xlsx 91.43 KB

### Q23. Funding

**Q23a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?**

- Development of existing work

**Please provide details:**

Both the RSPB and BirdLife have been supporting NCD with financial and technical support and it is recognised as a long-term commitment, which, barring force majeure, will definitely continue post-project. BirdLife International has a programme for capacity development called Hatch, which has just started a new phase.

Developing and expanding the LCGs to monitor IBAs/KBAs is within the statutes of NCDs and part of their own-going programme and fundamental to the way NCD operates. The project will therefore strengthen that, bringing in BirdLife's global standards for monitoring and integrating their data into BirdLife's World Bird and Biodiversity Database.

There has been little development in terms of understanding and using the KBA Standard in Senegal. Elsewhere in West Africa, the RSPB, BirdLife and the KBA Secretariat have supported with training and establishing National Coordination Groups for KBAs in Nigeria, Ghana, Sierra Leone, Liberia and Guinea. This will therefore be new to Senegal, but not new globally. The project will connect Senegal to the KBA Secretariat. As global KBA partners, the RSPB and BirdLife, will continue to support KBA development in Senegal through working with NCD.

**Q23b. Are you aware of any current or future plans for similar work to the proposed project?**

- Yes

**Please give details explaining similarities and differences, and explaining how your work will be additional and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits.**

Both the RSPB and BirdLife have been supporting NCD with financial and technical support and it is recognised as a long-term commitment, which, barring force majeure, will definitely continue post-project. BirdLife International has a programme for capacity development called Hatch, which has just started a new phase.

Developing and expanding the LCGs to monitor IBAs/KBAs is within the statutes of NCDs and part of their own-going programme and fundamental to the way NCD operates. The project will therefore strengthen that, bringing in BirdLife's global standards for monitoring and integrating their data into BirdLife's World Bird and Biodiversity Database.

There has been little development in terms of understanding and using the KBA Standard in Senegal. Elsewhere in West Africa, the RSPB, BirdLife and the KBA Secretariat have supported with training and establishing National Coordination Groups for KBAs in Nigeria, Ghana, Sierra Leone, Liberia and Guinea. This will therefore be new to Senegal, but not new globally. The project will connect Senegal to the KBA Secretariat. As global KBA partners, the RSPB and BirdLife, will continue to support KBA development in Senegal through working with NCD.

## **Q24. Capital items**

**If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

Equipment will be purchased as part of the project to support and build the capacity of NCD. At the end of the project this will all remain with NCD. Equipment envisaged includes laptops, motorbikes, optical equipment such as binoculars, GPS units and smart phones.

## **Q25. Value for Money**

**Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Please make sure you read the guidance documents, before answering this question.**

### **ECONOMY**

As a member-supported charity, RSPB has a strong culture of obtaining best value for money. We will take this approach throughout this project, paying special attention to larger items such as international flights. Economy will be further enhanced through the provision of major matched funding, restriction of overhead costs and the fact that staff costs in NCD are low.

### **EFFICIENCY**

Increased operational efficiency will be a key result of the capacity-building that NCD will receive through this project. Efficiency during project delivery will be maximised by using established processes such as scheduled meetings of the Executive Committee. Overall, NCD has the potential to be highly cost-efficient because it is so well networked at the grass-roots level.

### **EFFECTIVENESS**

The RSPB has great experience of helping smaller BirdLife partners become stronger. This project will greatly accelerate that process in NCD. Progress will be carefully monitored, and we will ensure that the project's impacts are sustained over the long term.

The project will enable NCD to work with more communities more effectively, and to ensure strong site protection. It will also disseminate understanding of KBAs among many different stakeholders in Senegal. Working closely with BirdLife will facilitate replication with partners in other West African countries.

### **EQUITY**

West Africa arguably receives less conservation attention than it is due, so strengthening NCD will boost equity in this respect. Similarly, engagement of women in training will help NCD grow into a fully equitable organisation and serve as a model for others in the region.

## Section 12 - Safeguarding and Ethics

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### Q26. Safeguarding

**Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.**

**Please confirm the Lead Partner has the following policies in place and that these can be available on request:**

**Please upload the Lead Partner's Safeguarding Policy as a PDF on the certification page.**

<b>We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse</b>	Checked
<b>We have attached a copy of our safeguarding policy to this application (file upload on certification page)</b>	Checked
<b>We keep a detailed register of safeguarding issues raised and how they were dealt with</b>	Checked
<b>We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made</b>	Checked
<b>We share our safeguarding policy with all partners</b>	Checked
<b>We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised</b>	Checked
<b>We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards</b>	Checked

**Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the same standards as the Lead Partner. If any of the responses are "no", please indicate how it is being addressed.**

The RSPB is helping NCD develop its safeguarding capability. All RSPB contracts have a similar questionnaire to this addressing those points. Where there are gaps the RSPB prioritises that the partner resolves those issues and supports the partner to do so, ensuring systems are actually in place.

The project will include a component that will bring safeguarding to the fore as an important part of strengthening NCD institutionally. That will include developing a comprehensive safeguarding policy, ensuring all NCD staff, Board and Executive Committee understand the policy and procedures and rolling it out to all NCD staff and members.

## Section 13 - FCDO Notifications

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### Q27. FCDO Notifications

Please state whether there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project's success in the Darwin Initiative in any country.

No

Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them.

Yes (no written advice)

## Section 14 - Project Staff

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### Q28. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance.

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Paul Insua-Cao	Project Leader	50	Checked
Pamela Braham	RSPB finance manager and adviser	7	Checked
Mouhamadou Aliou Bah	NCD director and in-country project lead	60	Checked
Mamadou Bassirou Diallo	NCD ornithologist	50	Checked

Do you require more fields?

Yes

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Bassirou Ba	NCD finance officer	40	Checked
Tharcisse Ukizintambara	BirdLife partner development adviser	5	Checked
To be recruited - currently vacant	BirdLife capacity development officer	20	Unchecked
To be recruited	NCD programme manager	50	Unchecked
To be recruited	NCD conservation manager	50	Unchecked
To be recruited	NCD finance and admin manager	50	Unchecked
TBC (depending on availability within team)	RSPB conservation monitoring adviser	16	Unchecked

**Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.**

**Ensure the file is named clearly, consistent with the named individual and role above.**

 NCD CVs  
 07/11/2022  
 19:24:04  
 pdf 638.47 KB

**Have you attached all project staff CVs?**

No

**If you cannot provide a CV or job description, please explain why not.**

Three positions will be recruited for NCD at the beginning of the project. Recruitment will begin as soon as funding is confirmed.

The RSPB has a department for conservation monitoring. The person allocated to support this project will depend upon availability. That person will be someone with experience of working in a developing country (most likely West Africa) and will have a team to draw from for advice if needed.

BirdLife is currently recruiting to replace the Capacity Development Officer based in Dakar.

## Section 15 - Project Partners

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### Q29. Project Partners

**Please list all the Project Partners (including the Lead Partner) – i.e. the partner who will administer the grant and coordinate the delivery of the project, clearly setting out their roles and responsibilities in the project and the extent of their engagement so far and planned.**

**This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.**

**Lead Partner name:** The Royal Society for the Protection of Birds

**Website address:** [www.rspb.org.uk](http://www.rspb.org.uk)

---

**Why is this organisation the Lead Partner, and what value do they bring to the project? (including roles, responsibilities and capabilities and capacity):**

The RSPB has a long-term programme for developing the capacity of NCD (among many other BirdLife Partners) which started in 2018. This project adds to the support that the RSPB already brings to NCD and will accelerate the process of NCD's capacity development by a few years.

The RSPB brings several areas of its own expertise to bear upon the project; organisational development, oversight and support for financial management, safeguarding, monitoring sites for biodiversity conservation, KBAs.

Although a UK-focussed organisation, the RSPB has broad and long-standing experience in working with national organisations on biodiversity conservation outside the UK. This is done through the BirdLife Partnership, as the RSPB is the BirdLife Partner in the UK. The RSPB supports organisations in 9 different African countries, most of which are ecologically considered part of the East Atlantic Flyway – migratory birds being what directly joins us.

The RSPB will manage the project, provide technical expertise in some areas (as above) and supervise additional support in other areas. Through the process of implementing the project we expect that NCD will have developed sufficient capability and capacity to lead its own Darwin Initiative projects, perhaps with the RSPB as a supporting partner.

---

**International/In-country Partner**

International

---

**Allocated budget (proportion or value):**

██████████

---

**Represented on the Project Board (or other management structure)**

Yes

---

**Have you included a Letter of Support from this partner?**

Yes

---

**Do you have partners involved in the Project?**

Yes

---

**1. Partner Name:**

L'Association Nature-Communautés-Développement (NCD)

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**Website address:**

<https://ncdsenegal.org/>

---

**What value does this Partner bring to the project?**

**(including roles, responsibilities and capabilities and capacity):**

NCD is the main beneficiary of this project and is a leading organisation in biodiversity conservation and community development in Senegal. Its position of leadership in this field, its focus (although not exclusive) on birds and its bottom-up approach working with local communities led to its selection as the sole national BirdLife Partner in Senegal. It is thus recognised that strengthening NCD will have national benefits for biodiversity conservation in Senegal.

In addition, one of the strengths of NCD is having livelihood development and engagement of local communities in biodiversity conservation at the heart of its approach. Its network of Pôles and LCGs has broad national coverage, with representation in most regions and a short-term goal of covering all Senegal. There is strong ornithological capability in NCD and good understanding of Important Bird Areas, from which the Key Biodiversity Areas Standard draws. NCD also has good links with the government of Senegal and is able to have influence on a national level.

NCD will be managing and co-ordinating activities in country and will be the main project counterpart.

---

**International/In-country Partner**

In-country

---

**Allocated budget:**

██████████

---

**Representation on the Project Board (or other management structure)**

Yes

---

**Have you included a Letter of Support from this partner?**

Yes

---

**2. Partner Name:**

BirdLife International

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**Website address:**

[www.birdlife.org](http://www.birdlife.org)

---

**What value does this Partner bring to the project?**

**(including roles, responsibilities and capabilities and capacity):**

BirdLife is the world's largest partnership of national biodiversity conservation organisations, with a model of one partner per country. NCD being the partner in Senegal. BirdLife International acts as secretariat to coordinate the partnership and has a sub-regional office for West Africa in Dakar. BirdLife has a programme for network development and building the capacity of partners. Stronger partners, like the RSPB, provide direct partner-to-partner support coordinated by BirdLife International.

With an office in Dakar, BirdLife staff are close at hand to provide close mentoring support to NCD and support project monitoring.

BirdLife International has just started a three-year sub-regional project for organisational development for several partners in West Africa including NCD (see Q23b.) BirdLife inclusion in this project will ensure strong coordination with that project and mutual benefits.

BirdLife has developed tools and guidelines for partners for both organisational development and technical implementation. Some have been developed in collaboration with the RSPB. Where available, the project will use BirdLife tools and guidelines.

The Important Bird Area programme is one of the pillars of BirdLife and those tools will figure prominently. Closely related, BirdLife expertise in Key Biodiversity Areas will be drawn upon to support training on this standard.

---

**International/In-country Partner**

International

---

**Allocated budget:**

██████████

---

**Representation on the Project Board (or other management structure)**

Yes

---

**Have you included a Letter of Support from this partner?**

Yes

---

**3. Partner Name:**

*No Response*

---

**Website address:**

*No Response*

---

**What value does this Partner bring to the project?**

*No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**

International  
 In-country

---

**Allocated budget:**

£0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

**Have you included a Letter of Support from this partner?**  Yes  
 No

---

---

**4. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

**Have you included a Letter of Support from this partner?**  Yes  
 No

---

---

**5. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

**Have you included a Letter of Support from this partner?**  Yes  
 No

---

---

**6. Partner Name:** *No Response*

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**Website address:** *No Response*

---

**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

**Have you included a Letter of Support from this partner?**  Yes  
 No

---

---

**If you require more space to enter details regarding Partners involved in the project, please use the text field below.**

*No Response*

**Please provide a combined PDF of all letters of support.**

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 [Letters of Support](#)

 07/11/2022

 19:24:36

 pdf 500.57 KB

## Section 16 - Lead Partner Capability and Capacity

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Q30. Lead Partner Capability and Capacity

**Has your organisation been awarded Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund funding before (for the purposes of this question, being a partner does not count)?**

Yes

If yes, please provide details of the most recent awards (up to 6 examples).

Reference No	Project Leader	Title
28-022	Sarah Havery	Restoring the 'water tower' cloud forests of Kenya's Taita Hills
DPLUS121	Sarah Havery	Strengthening biosecurity to protect Turks and Caicos' Iguana Islands
DPLUS102	Andy Schofield	Saving Tristan's only native tree and its associated unique buntings
26-004	Richard Dixon	Linking food security and forest conservation under REDD+
No Response	No Response	No Response
No Response	No Response	No Response

Have you provided the requested signed audited/independently examined accounts (or other financial evidence - see Finance Guidance)?

If yes, please upload these on the certification page. Note that this is not required from Government Agencies.

Yes

## Section 17 - Certification

### Q30. Certification

On behalf of the

Trustees

of

The Royal Society for the Protection of Birds

I apply for a grant of



I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, Safeguarding Policy and project implementation timetable
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.

Checked

Name

Wenceslas Gatarabirwa

**Position in the organisation**

Head of Flyway Conservation

**Signature (please upload e-signature)**

 [Wenceslas signature](#)  
 07/11/2022  
 20:49:07  
 jpg 12.21 KB

**Date**

07 November 2022

**Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)**

 [RSPB accounts 20-21](#)  
 07/11/2022  
 19:25:45  
 pdf 881.89 KB

 [RSPB accounts 21-22](#)  
 07/11/2022  
 19:25:43  
 pdf 697.12 KB

**Please upload the Lead Partner's Safeguarding Policy as a PDF**

 [Safeguarding Policy Statement - Jan 22](#)  
 07/11/2022  
 19:26:35  
 pdf 185.28 KB

## Section 18 - Submission Checklist

### Checklist for submission

	Check
<b>I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Risk Management Guidance", and "Finance Guidance".</b>	Checked
<b>I have read, and can meet, the current Terms and Conditions for this fund.</b>	Checked
<b>I have provided actual start and end dates for the project.</b>	Checked
<b>I have provided my budget based on UK government financial years i.e. 1 April - 31 March and in GBP.</b>	Checked
<b>I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>	Checked
<b>The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>	Checked
<b>I have attached the below documents to my application:</b>	Checked
<ul style="list-style-type: none"><li>• My budget (which meets the requirements above)</li></ul>	
<ul style="list-style-type: none"><li>• My completed implementation timetable as a PDF using the template provided</li></ul>	Checked

<ul style="list-style-type: none"> <li>• I have included a 1 page CV or job description for all the Project Staff identified at Question 28, including the Project Leader, or provided an explanation of why not.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• A letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• I have included a cover letter from the Lead Partner, outlining how any feedback received 1 has been addressed where relevant.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• I have included a copy of the Lead Partner's safeguarding policy, which covers the criteria listed in Question 26.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• I have included a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance), or provided an explanation if not.</li> </ul>	Checked
<p>(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.</p>	Checked
<p>I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.</p>	Checked
<p>I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.</p>	Checked
<p>I have read and understood the Privacy Notice on the Darwin Initiative website.</p>	Checked

**We would like to keep in touch!**

**Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.**

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Project Title: Strengthening a leading NGO for conservation and development in Senegal

	Activity	No. of months	Year 1 (23/24)				Year 2 (24/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	NCD stronger as an institution through improved financial management and governance, and greater capacity									
1.1	NCD's financial management system assessed by RSPB	1								
1.2	Consultant based in Senegal works with NCD to improve and develop its finance procedures and provide staff training	3								
1.3	Administrative and financial procedures reviewed with NCD staff, board members and in consultation with Pôle staff	3								
1.4	RSPB staff monitor and review financial systems and management through financial reporting and monitoring visits	18								
1.5	Training provided on the financial management procedures to all staff and executives of Pôles	2								
1.6	New accounting software is purchased installed and being used	1								
1.7	Annual external audits	4								
1.8	Three new senior positions recruited to NCD at the beginning of the project (Conservation, Programmes and Administration & Finance) to build staff capacity	2								
1.9	RSPB staff support 3 NCD staff/Board members (at least one woman) with training on safeguarding and the development of a training and communications programme	3								
1.10	NCD staff develop communications and training materials for members and staff and to improve visibility of NCD	4								
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	4								

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	Activity	No. of months	Year 1 (23/24)				Year 2 (24/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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 established in the Ferlo savannah region	2								
1.15	At least 10 new LCGs established led by Pôle executives through visits to IBAs/KBAs	3								
1.16	Consultations with all LCGs to review strategic plan (2021-2025) (coinciding with 3.5 below) – safeguarding, mission, etc	3								
	Statutory Executive Committee 2-day workshop includes planning for financial stability	1								
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 5 sites in Senegal	1								
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.	1								
2.3	NCD staff roll out training across LCGs on monitoring and where required, bird species identification	4								
2.4	A first annual report is produced on IBA/KBA monitoring by NCD staff with support from RSPB staff	2								
2.5	Formal KBA training followed on-line using <a href="https://www.conservationtraining.org/">https://www.conservationtraining.org/</a> by 3 NCD staff and at least 1 member of each Pôle	2								
2.6	Advanced KBA training of NCD staff and members to assess IBAs against KBA criteria and use KBA training materials	1								

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	Activity	No. of months	Year 1 (23/24)				Year 2 (24/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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)	3					■	■		
2.8	Meetings on the consideration of KBAs with officials of the Ministry of the Environment, Sustainable Development and Ecological Transition of Senegal	1							■	
2.9	4-day KBA training workshop, facilitated by NCD and supported by KBA Secretariat, RSPB and BirdLife	1								■
Output 3										
3.1	RSPB, BirdLife and NCD review IBAs/KBAs in Senegal to identify high-profile sites representing terrestrial and wetland/aquatic ecosystems	1				■				
3.2	BirdLife/RSPB work with NCD staff to develop methods for ecosystem services assessment adapted to selected sites	1				■				
3.3	NCD conduct ecosystem services assessment at 2 sites	4					■	■		
3.4	Ecosystem services assessment reports and presentations produced and reviewed by BirdLife and RSPB	2						■		
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	1						■		
3.6	Film maker and NCD conduct field visits to gather footage	2						■		
3.7	Film produced in consultation with NCD, RSPB and BirdLife	4						■	■	
3.8	Film published online, following KBA training workshop, then promoted through social media and communications channels of the RSPB and BirdLife	1								■