

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: 30th April 2025

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Darwin Initiative Project Information

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| Project reference | DARCC017 |
| Project title | Strengthening a leading NGO for conservation and development in Senegal |
| Country/ies | Senegal |
| Lead Organisation | The Royal Society for the Protection of Birds (RSPB) |
| Project partner(s) | Association Nature Communautés Développement (NCD) BirdLife International |
| Darwin Initiative grant value | GBP 194,356 |
| Start/end dates of project | 1 April 2023 to 30 September 2025 |
| Reporting period (e.g. Apr 2024 – Mar 2025) and number (e.g. Annual Report 1, 2, 3) | April 2024 – March 2025 Annual Report 2 |
| Project Leader name | Wenceslas Gatarabirwa |
| Project website/blog/social media | https://ncdsenegal.org/projet-darwin/ |
| Report author(s) and date | Wenceslas Gatarabirwa and Pamela Braham (RSPB) Paul Insua-Cao (Consultant to RSPB) Therese Ndiaye, Ramatoulaye Diallo and Diakhire Ndiaye (NCD) Date: 23-May-2024 |

1. Project summary

Located in West Africa (see Figure 1), 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, 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. 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. To strengthen NCD institutionally, the project focusses on financial management, safeguarding, programme management and governance. KBAs are a relatively new concept globally and are being promoted by BirdLife International and the RSPB as both are part of the global KBA Partnership. To date there has been no formal process of introducing KBAs to Senegal. Currently all KBAs in

Senegal are based upon the network of Important Bird and Biodiversity Areas (IBAs) which is a BirdLife tool for prioritising direct conservation action. The project also updates NCD's understanding of IBAs as they are a relatively new BirdLife Partner.

Based on the assessment results of its Quality Assurance System (QAS), BirdLife International supports NCD in organisational strengthening in areas where they need capacity most. The RSPB as the UK BirdLife Partner provides annual financial and technical support to NCD in alignment with BirdLife International. 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. The RSPB has been supporting NCD since 2018 and along with the BirdLife QAS uses monitoring tools to assess NCD capacity needs in consultation with NCD. The project was developed in full consultation with senior staff of NCD and the BirdLife West Africa Sub-Regional Office (WASRO) based in Senegal.

2. Project stakeholders/ partners

The Royal Society for the Protection of Birds (RSPB) is one of the largest national conservation organisations in Europe with a long history going back to 1889. It has a track record of achieving conservation outcomes in the UK, UK Overseas Territories and elsewhere in the world through the BirdLife Partnership. Internationally, RSPB implements projects and programmes through national BirdLife Partners and in so doing aims to build their capacity to act as strong and independent national NGOs. Senegal was identified as a key country for the conservation of migratory birds that use the UK as part of their annual life cycle, such as Turtle Doves and Black-tailed Godwits. RSPB manages the project overall, and provides technical support to NCD, who are the main beneficiaries of the project.

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) coordinated through seven regional branches called Pôles and a small Secretariat composed of 12 staff that coordinates all activities mainly from Dakar. Seven of the staff members are directly involved in the implementation of the current project, nevertheless the project reaches all staff, Pôles and LCGs. NCD and its network of volunteers and members is the main beneficiary of the project, targeted for development of institutional capacity and capability development.

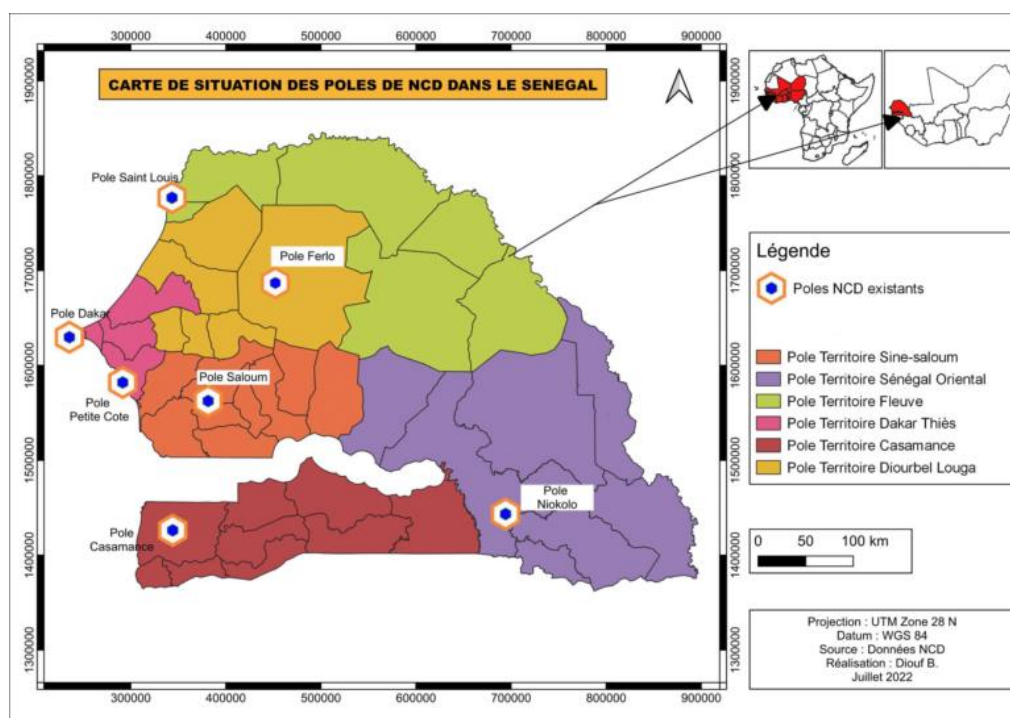


Figure 1: The location of the regional operational hubs (Pôles) of NCD © NCD

BirdLife International is the secretariat for a global partnership of about 120 national NGOs including the RSPB and NCD. The headquarters is in Cambridge, and there is an Africa Regional office in Nairobi, Kenya and another West Africa Sub-Regional Office (WASRO) in Dakar, Senegal. WASRO is tasked, among other things, with coordinating capacity building and experience-sharing among the BirdLife partners in West Africa, as well as coordinating supporting partners from European Partners to the region. BirdLife is implementing a three-year capacity building project in seven West African countries, including Senegal where NCD is the main beneficiary organisation. BirdLife WASRO is directly included in this project to provide direct support and oversight to NCD through staff based in Senegal and to ensure alignment with other regional projects.

All three partners in the project were directly involved in project development, with the RSPB coordinating. Other BirdLife Partners from Europe have also been supporting NCD in ways that overlap with this project; notably VBN from the Netherlands and LPO from France. VBN provides support through its own finances and projects and LPO has provided funding and technical support from a French government (AFD)-funded project “Appui à la Gestion Intégrée des Ressources au Sénégal (AGIR)”. Only the RSPB focusses on institutional capacity building, although other projects have components with capacity development elements. The interest in Senegal stems from its importance for migratory birds which breed in Europe and the relative political stability of Senegal compared to other countries in the region. This multi-partner support has provided opportunities and challenges. The challenge has been to try to avoid overburdening NCD staff with project activities and ensuring that activities align. The opportunities have been additional resources to support NCD both financially and technically. BirdLife plays a key role in coordinating international partners and the RSPB has been engaging with these supporting partners where it can on a project-by-project basis.

3. Project progress

1.1. Progress in carrying out project Activities

Throughout the project, 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 5 visits by RSPB Officers to Senegal (June, September and November in 2024, and January and February in 2025) (Ref 0c). From February to the end of March, additional online weekly project steering meetings were held between RSPB, BirdLife and NCD staff in order to monitor and plan project progress towards the end of Year 2 and to align with activities of other projects.

Activity 1.1. NCD’s financial management system assessed by RSPB

Conducted initial assessment visit in August 2023 (see Yr1 annual report).

Activity 1.2. RSPB Finance Manager works with NCD to improve and develop its finance procedures and provide staff training

This activity was largely completed in YR1, with a follow up review in YR2. The RSPB Project Finance Officer provided NCD with a recommendation report (Ref 1a – see Annex 4 for list of references) after the assessment visit in YR1. Since the initial visit, there have been some advances on the recommendations provided (further short version supplied as part of this report), and there has been regular communication with the RSPB during the project. The NCD Finance Team will have all their general and project accounts fully migrated to the new software system TomPro by the end of June 2025 so that the first formal audit of the accounts can start in July 2025, and a Financial Statement can be submitted to the tax office for 2024/25. This migration has taken longer than expected to complete due to the volume of documentation involved and the thorough reconciliation required between the paperwork and the Excel record, particularly when set against other organisational priorities that have had to be completed at the same time during the year. All the historical accounting documents and accounts are now on Excel in the right format ready for upload to TomPro, but the individual project/organisational budgets are still to be completed in the correct format for upload. Once complete, the upload of all Excel data can take place so that the analysis of all accounts can be completed by the TomPro Consultant, and the audit can commence. Security has improved with the use of Microsoft 365. The Sage

accounting software continues to be used for Payroll, as Payroll has not yet been transferred to TomPro, but NCD will discuss if this will be possible with the software provider.

The technical and financial departments are now on separate office floors as NCD are renting additional floor space, which has provided further confidentiality for finance work and a calmer working environment. NCD's Administration and Finance Manager now has her own office, which is locked when she is not present, and this office safeguards all sensitive documents. The cheque signing process has been streamlined so less interruptions occur during the month, which has relieved pressure on finance staff and improved efficiencies.

Communications have improved between the finance and technical teams as well as the Pôles, but this needs to be further improved and recommendations have been provided for further training that needs to be delivered to the Pôles. A discussion with the NCD President needs to take place to ascertain if this is carried out at a central workshop that all Pôles can attend or whether the finance staff run the training at the individual Pôles, but the training should take place before the end of the project.

Financial and Budget Management training was carried out by the RSPB Project Finance Officer at NCD offices in February 2025 (see 1.5 below).

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

As mentioned in the YR1 annual report, 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 WASRO. Further advances with this piece of work had to be put on hold due to the urgency in migrating the accounting documents and accounts to the TomPro accounting system. A further external review process has since continued, with NCD hiring a consultant from November 2024 to support them with completing the finalisation of the manual update. The finalisation of the new manual has been well advanced, and the Consultant has now stopped working on it in the NCD office, but they continue to work together remotely. The RSPB Project Finance Officer has made some suggestions of some items to be included as part of the NCD financial report reviews and BLI have continued to support the process with guidance and recommendations including the review of an older version of NCD's manual. NCD are consulting with other similar Senegalese organisations to compare manuals and finalise the document for review and validation. The plan is for the manual to be completed by the end of June 25 and for the Executive Committee to validate it by the end of the project.

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

Since August 2023, the RSPB Project Finance Officer has maintained regular contact with NCD's Administration and Finance Manager, mainly through email as well as Teams meetings and a further visit to NCD offices in Jan-Feb 25. The RSPB Project Finance Officer closely reviews financial reporting statements and paperwork provided by NCD's Administration and Finance Manager to the RSPB for both this project and the RSPB's annual institutional support contract and asks questions, provides feedback and recommendations. She advises directly on assignment of expenditures and financial management planning to meet Darwin Initiative and RSPB requirements and ensure audit standards. Where needed, on-line meetings are held to further discuss in detail. From 27 January to 5 February, the RSPB Project Finance Officer visited NCD in Dakar to assess improvements in NCD's financial management and to provide a 2-day training course (see below).

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

On 3 and 4 February 2025, the RSPB Project Finance Officer provided a training course on Financial and Budget Management, to reinforce understanding of good financial management practice. The training covered; preparing a budget, understanding grant agreements, procedures for using project funds, financial management and controls, managing contracts, asset registers, annual and programme budgeting, managing financial problems before they get out of hand, the audit process. The training included practical exercises to reinforce understanding of theoretical concepts. Please refer to training manual (Ref 1b). The course document and PowerPoints were

translated into French and the course was run in French. Each attendee received a certificate for their attendance.

The training involved NCD staff members (the administration and finance manager, the accountant, the administrative assistant, the conservation officer, the program officer, the executive director, and a service provider) and one intern (Day 1: 5 men and 5 women; Day 2: 4 men and 6 women). The financial manager from the BirdLife WASRO office also joined on day two. Please refer to attendance lists (Ref 1c).

The training was well received with positive feedback to the trainer at the end of each day via written comments on anonymous slips of paper. The attendees fed into all the interactive processes with confidence and enthusiasm, which evidenced their understanding of the course material and indeed their existing knowledge. It was unfortunate that Pôle staff could not attend, as anticipated, but as mentioned earlier in this report, a discussion with the NCD President needs to take place to ascertain if this is carried out at a central workshop that all Pôles can attend or whether the finance staff run the training at the individual Pôles, but the training should take place before the end of the project.

Activity 1.6 New accounting software is purchased installed and being used

The new TomPro accounting software was installed in Year 1 and requisite training undertaken. The migration of NCD's accounts to TomPro has taken longer than expected, due to the volume of documentation involved and thorough reconciliation processes but also delayed due to other simultaneous organisational priorities. The full migration will be complete by the end of June 2025 so that the first formal audit of the accounts can start in July 2025. The finance team are working with Excel to prepare for the data migration in the appropriate TomPro format. The "historical to today" data has been entered gradually, and the team use Excel to check all receipts and financial transaction records for each project bringing different elements together to finalise the reconciliation. Once the Excel version has been reconciled, it can be automatically transferred directly to TomPro, including the account codes and project codes, so that the system reflects the Excel version. Once fully working with TomPro, there should be further refresher training with the Consultant by the end of the project and there will be significant efficiency improvements for the team with financial reports being available at the click of a button for extrapolation into financial reporting templates to partners and funders.

Activity 1.7 Annual external audits

By the end of June 25 everything must be transferred on to the TomPro accounting system covering the period "2020 to date", so that the first formal audit of the accounts can start, and a Financial Statement can be submitted to the tax office as part of this work. The first institutional audit report should be available by the end of the project.

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

Three positions were filled, all by women, in Year 1 as follows:

- Diakhire Ndiaye – Administration and Finance Manager
- Therese Ndiaye – Programmes Manager
- Ramatoulaye Diallo – Conservation Manager

All three women continue to play leading roles among the staff of NCD, working directly with the Executive Director and stepping in when he is absent. They are also all directly working on the project with RSPB staff and now play lead roles in project planning and implementation. In addition, in Year 1, an Administrative and Financial Assistant and an Accountant were hired and continue to play important roles within NCD supporting the Administration and Finance Manager.

Activity 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.

On Wednesday 19th March 2025 a four-hour online training was given on safeguarding for francophone West African BirdLife Partners, including 8 staff of NCD (5 women and 3 men). The training was led by staff from BirdLife, including one staff from Cambridge charged with developing BirdLife's policy for safeguarding across the Partnership, and BirdLife WASRO staff. Staff of BirdLife Partners from Guinea, Mauritania and Morocco also participated, as well as one

from the RSPB. The training outlined BirdLife's global approach to safeguarding and how it would be integrated with national partners, emphasising adaptability to national contexts within a framework which met international standards, following CAPSEAH. During discussions NCD presented that their current safeguarding policy, revised in Year 1, will be further revised before the end of this project.

BirdLife and the RSPB have had discussions, notably an online meeting on 26th March, to discuss aligning support to NCD on safeguarding, with BirdLife WASRO assigning someone to take the lead, with RSPB providing support, with the remaining activities being updating the NCD Safeguarding Policy again and rolling out training for all staff, executive committee and Pôle members, mostly through Q1 25/26 and ending early in Q2 25/26.

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

Through the project, NCD has continued to develop non-digital communication materials such as leaflets, standing displays and posters, which are typically distributed among members. A selection of the leaflets can be seen here: <https://ncdsenegal.org/projet-darwin/>. NCD is more and more active using digital communications. The webpage is regularly updated and statistics gathered on a monthly basis. Facebook, X. (ex-Twitter), LinkedIn and YouTube are used as main communications tools (visit <https://ncdsenegal.org> for links). A report summarises the communications activities (Ref 1d).

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

The Executive Committee (COMEX) is the primary decision-making body of NCD and includes board members, staff and heads of Pôles. On 7 and 8 December a COMEX meeting was held, (Ref 1e) comprising 22 participants of which 16 men and 7 women, being 4 board members, 8 staff and 10 representatives of Pôles. This meeting saw the presentation of three reports:

- The President's moral report, which highlighted the major achievements of the year as well as the governance and challenges of the Pôles;
- The technical report of the Executive Directorate, which presented the results obtained with regard to the strategic axes of the plan; and
- The financial report.

The results of these presentations led to a decision-making session, with recommendations aimed at improving the functioning of the association. These decisions included developing a membership strengthening strategy, creating a conflict management mechanism, planning the launch of the new strategic plan, and improving internal communication. In conclusion, the presentations helped identify progress and areas for improvement, leading to decisions geared towards more efficient operation and better achievement of the association's objectives. Another COMEX meeting is planned for June 2025 at which the financial procedures and safeguarding policies will be reinforced.

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

This was carried out in Year 1. Regional Pôles meet regularly to prepare activities for the various sites. These efforts resulted in the prospecting and identification of new sites of interest for birds. The Niayes Pôle carried out a scoping mission to the wetlands of Lake Tanma in Djender and Lake Mbawane in Kayar.

Activity 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.

Year 1

Activity 1.14 A new Pôle established in the Ferlo savannah region

Year 1. The Pôle continues to function, although activities have been limited, because the region is remote. The Pôle will nevertheless play an important in a national vulture action plan which is being developed.

Activity 1.15 At least eight new LCGs established led by Pôle executives through visits to IBAs/KBAs

The project has enabled the strengthening of the network of volunteers across Senegal. To date the project has established an additional nine Local Conservation Groups: Couballan, Popenguine, Simbandi Balante, Baila, Abéné, Technopôle, Fanaye-Diéri, Ndiael and Langue de Barbarie. Three were established in Year 1 and those established in Year 2 were as follows:

1. Technopôle, Dakar - 10 May 2024, an LCG was established by NCD at the Technopôle, which is formally known as La Reserve Naturelle Urbaine de la Grande Niaye de Pikine et Dependance. This is an emblematic site for the association which has largely contributed to the advocacy for its classification as an urban nature reserve.
2. Ndiael, St Louis - 7 September 2024, NCD officially created the Ndiael LCG, in collaboration with government and the inter-village association.
3. Langue de Barbarie, St. Louis- 7 September 2024 (same mission) established an LCG with an emphasis on women's participation.
4. Fanaye-Diéri, St. Louis - 10 September 2024, an NCD mission, led by its President and accompanied by the President of the Pôlesaint-Louis, met with the elected officials of the Commune of Fanaye-Diéri. This exchange was very constructive, allowing the two parties to agree on the establishment of an LCG for the commune.
5. Baila, Cassamance - 8 February 2025, NCD collaborated with the Kaalolal Blouf Fogny Community Marine Protected Area to establish an LCG.
6. Abéné, Cassamance - 1 March 2025, another LCG was established (Ref 1f).

A full update on the status of all LCGs established through the project will be provided in the final report, drawing from the NCD database which is currently being updated.

Activity 1.16 Consultations with all LCGs to review strategic plan (2021-2025) (coinciding with 3.5 below) – safeguarding, mission, etc

An LCG consultation mission was held in March 2025 (Ref 1g) to assess the status of implementation of the five-year strategic plan and receive inputs for the next strategic plan (2026-2029). These meetings aimed to gather the opinions of the GLS, strengthen their skills and clarify the missions of NCD. The mission visited several Pôles (North, Petite-Côte, Dakar) and 9 LCGs and involved protected area officials. The importance of the NCD concept of Community Natural Space, extending conservation beyond the boundaries of protected areas thanks to the involvement of LCG, was highlighted. The discussions focused on the identity of NCD (volunteer movement structured into Pôles and LCGs), its areas of intervention, its strategic axes (species/habitat protection, promotion, membership strengthening). The concerns and perspectives of each of 9 LCGs visited (Gandiole, Djoudj, Ndiaël, Palmarin, Guéréo, Popenguine, Sandiara and Technopôle) were noted, ranging from the succession of members to the development of ecotourism and waste management at respective sites.

Activity 1.17 Statutory Executive Committee 2-day workshop includes planning for financial stability

A COMEX meeting was held in December 2024 (see 1.11 above). The financial sustainability strategy is under development and being led by BirdLife WASRO supporting NCD. RSPB has provided an outline of process and guidance and will remain involved. A workshop will be held in Dakar during the last week of May to develop that strategy.

Activity 2.1 RSPB and NCD technical staff visit LCGs to review monitoring programme across at least 5 sites in Senegal

Activity 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.

From 29 January to 2 February, an RSPB staff (Chris Bowden) and RSPB consultant (Paul Insua-Cao) accompanied NCD staff (Bass Diallo, Yaya Bodian and others) to review NCD's site

monitoring programme at 6 sites; Technopôle, Kousmar, Beer Sheba (Sandiara), Lac Mbeubeusse, Lac Rose and Somone (Ref 2a and 2b). For some visits BirdLife staff also accompanied the team. During the two days following the visits, the RSPB contingent discussed with NCD staff the NCD database and application of the BirdLife IBA monitoring protocols, with a focus on monitoring threats and conservation actions in addition to on-going bird monitoring (Status – Pressure – Response within the BirdLife IBA Monitoring system).

At the Grande Niayes Urban Nature Reserve of Pikine, significant biological potential was noted, although threats related to water management were identified. On Kousmar Island, the observation of the significant return of Black-winged Kites and Kestrels highlighted the biological richness of the site, and a meeting with the municipal team took place with a view to a framework agreement for establishing an LCG and monitoring. The turtle dove roost in Beer Sheba was observed to persist and be important despite new developments. The sites of Lake Mbeubeuss and Lake Rose are facing strong pressure from urbanization, while the Somone MPA is also subject to urban pressure contained by its protected status. A working session allowed for the discussion of the KBA classification criteria based on NCD data for those sites and others.

The development of the NCD database has been supported through the Agir project led by LPO, and includes institutional data, such as membership and projects, as well as site monitoring data. The database is still being populated with historic data and remains under development. The RSPB is advising on including threats, actions and site boundaries within the database. In addition, a mobile phone application is being developed to enable LCGs to update data directly to the database. Mobile phones have already been provided to Pôles through this project to support monitoring data submission. Further trainings and discussions are planned during the final two quarters to update the database and monitoring processes.

Activity 2.3 NCD staff roll out training across LCGs on monitoring and where required, bird species identification

A 2-day workshop on bird identification techniques was organized for Tocc-Tocc LCG on 31 July and 1 August 2024 (Ref 2c). This training helped improve the skills of monitoring teams (ten volunteers including 3 women and 7 men). Participants acquired practical skills through exercises and field trips.

Activity 2.4 A first annual report is produced on IBA/KBA monitoring by NCD staff with support from RSPB staff

The annual report has been discussed between RSPN and NCD staff and the outline is under development. It is expected to be completed in Q1Y3.

Activity 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

Three staff members, three volunteers and two more students from the NCD supported Masters in Ornithology have so far completed the online KBA training course (6 men and 2 women). These include the conservation manager and administrative assistant for the staff, as well as three volunteers from Pôles Nord, Casamance, and Dakar. Three of them have so far received their certificates (Ref 2d). More staff and volunteers will complete the training course by the end of Q1Y3. Further direct online training will be provided by RSPB staff in Q1Y3 through a Q&A session to support more challenging concepts.

Activity 2.6 Advanced KBA training of NCD staff and members to assess IBAs against KBA criteria and use KBA training materials

Activity 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)

Further training / discussions have been held with NCD conservation staff on conducting KBA evaluations. A scoping analysis was carried out by the KBA Secretariat at the request of the

RSPB on all the current KBAs in Senegal and Marine Protected Areas (Ref 2e). The results returned provided lists of all species which may occur within the boundaries of each area and which may trigger KBA criteria. NCD bird monitoring data from some sites have also been reviewed in detail for birds which may trigger KBA criteria (Ref 2f).

Eight sites have been identified to conduct evaluations, mainly using current data; Lac de Guier, Lac Rose, Lac Mbeubeusse, Technopôle, Beer Sheba, Kousmar, AMP Kassa Balamataconda and AMP Niamone Kalounaye. Field visits will take place where stakeholder consultations need to take place on site.

Activity 2.8 Meetings on the consideration of KBAs with officials of the Ministry of the Environment, Sustainable Development and Ecological Transition of Senegal

This activity was originally intended as preparation for the KBA training workshop (2.9 below). However since that took place NCD was invited to submit a letter proposing a process for establishing a National Coordination Group for KBAs in Senegal. The letter has been submitted and NCD is awaiting a response.

Activity 2.9 4-day KBA training workshop, facilitated by NCD and supported by KBA Secretariat, RSPB and BirdLife

The meeting of the BirdLife Council for the African Partnership was held in Senegal from 2 to 6 September 2024 with the theme "Flyways: Interconnectivity and Sustainability" (Ref 2g). The event, which brought together approximately 100 participants from 35 countries, was hosted by NCD. The meeting discussed BirdLife's strategy in Africa, draft flyway strategies, the importance of KBAs, and funding opportunities for conservation. It also provided an opportunity for initial training on KBAs to all BirdLife Partners present.

From 18 to 21 February 2025, NCD and the RSPB, with support from BirdLife, convened Senegal's first Key Biodiversity Area training workshop in Dakar (Ref 2h). This workshop addressed the need to equip Senegalese conservationists and post graduate students with the tools to identify and safeguard these critical sites and the biodiversity elements therein using the KBA approach. Training was mainly provided by RSPB Flyway Programmes Officer, who was until recently the KBA Focal Point for Southern and West Africa.

The training workshop generated several key outcomes which laid out the groundwork for a more robust and coordinated approach to biodiversity conservation in Senegal. First, the training workshop brought together 38 conservationists (8 women, 30 men) from different institutions across Senegal and other countries in the region, creating a dynamic platform for knowledge sharing and collaborative actions. Additional BirdLife funding enabled participants from Guinea, Mauritania and Morocco to attend. Participants represented a broad spectrum of stakeholders hailing from universities, environmental NGOs (Wetlands International Africa, RAMP AO), state structures (DPNS, DAMCP, DEFCCS), students, international partners (Guinea Bissau, Morocco, Guinea) and research centres (CSE) participated. The number of participants exceeded the target of 30; and there was good representation from the National Parks and forest and water protection authorities; most significantly there was active participation from the CBD focal point.

Training was provided on applying the KBA criteria, KBA identification on the ground (including delineation and stakeholder consultation), and the process for submitting a KBA proposal. Most importantly, the final day was dedicated to discussing the formation of a national coordination group (NCG) for KBAs. The discussion was chaired by the President of NCD Col. Abdoulaye Diop with support from RSPB staff. Participants recognised the need to adapt the generic terms of reference for the creation of the KBA NCG to the specific context of Senegal. Furthermore, the participants emphasised the importance of securing a ministerial order to formally establish the NCG in Senegal; providing it with the necessary authority and legitimacy especially linked to reporting on CBD Kunming–Montreal Global Biodiversity KBA related targets. In addition, there

was a shared commitment to domesticate and integrate the KBA concept into national and regional conservation strategies to ensure that KBAs are recognised and prioritised in national policy and decision-making, land-use planning, and development initiatives. Three immediate actions were recognised from the workshop;

1. To establish a robust process within the KBA NCG to consolidate national biodiversity databases;
2. To explore diverse funding options for national-level assessments and reassessments of both new and existing KBAs; and
3. To mainstream KBAs into various governmental and private sector policies.

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

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

Activity 3.3 NCD conduct ecosystem services assessment at 1 site

Activity 3.4 Ecosystem services assessment reports and presentations produced and reviewed by BirdLife and RSPB

During the RSPB mission from 27 January to 5 February 2025, Grande Niayes de Pikine Urban Nature Reserve (Technopôle) was identified as the site to conduct the ecosystem service assessment. Ecosystem service assessments had already been done at Lac de Guiers under the Agir project. Technopôle was proposed by NCD on the basis of a similar study having been done 10 years ago as part of the process for NCD to advocate for its protection. The ecosystem service assessment would therefore be able to act as a reassessment of the support provided by the current protected area. Additionally, the work would dovetail with NCD plans to carry out a KBA evaluation on the same site. Technopôle was designated by presidential decree in 2019 following NCD advocacy and represents an urban wetland ecosystem of critical importance for the Dakar region, covering 650 hectares. This wetland, characterized by rich biodiversity (76 bird species recorded), water bodies, mangroves, palm trees and market gardens, provides a variety of essential ecosystem services. However, it faces major challenges such as urbanization, pollution etc. By the end of March, the document synthesis has been finalized (Ref 3a) and the final report is expected to be completed by the end of Q1Y3.

Activity 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

Activity 3.6 Film maker and NCD conduct field visits to gather footage

In February discussions started on making films on two sites to showcase NCD's work and present the case for the importance of the sites for the surrounding communities as well as biodiversity. Technopôle was chosen as an urban wetland, providing important ecosystem services (see above 3.1-3.4) and Tocc Tocc was selected as an important wetland which supports rural communities. The RSPB Communications Officer in the Flyways Programme and NCD IT/Communications officer visited both areas to conduct a scoping visit, during which the RSPB staff collected video footage and conducted video interviews.

A videographer was contracted in March (Ref 3b) and a filming mission took place from March 24 to 29, 2025. This started with a field visit to Technopôle with the film crew to film the diversity and specificities of the site, as well as interviews with the President of NCD, fishermen, and market gardeners. A second four-day mission then took place in Tocc Tocc with local NCD members to highlight the area's potential in terms of bird and plant biodiversity. Interviews were also conducted with the curator (highlighting the importance and protection of the area) and local communities (beneficiaries of ecosystem services). A draft storyboard has been developed by NCD, supported by the RSPB and BirdLife staff. Some footage of birds in Senegal available for the film can be found here <https://www.youtube.com/watch?v=E4iAtJaSZKE>

Activity 3.7 Film produced in consultation with NCD, RSPB and BirdLife

Activity 3.8 Film published online, following KBA training workshop, then promoted through social media and communications channels of the RSPB and BirdLife

To completed in Qs1 & 2 of Year 3.

1.2. Progress towards project Outputs

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.

1.1. Financial management consultant's assessment and training report. The RSPB Project Finance Officer conducted her initial assessment visit in August 2023 and the recommendation report was provided to Darwin in an earlier report. An update review took place in Jan/Feb 25 (evidence provided). NCD have taken forward most of the recommendations already and it is expected that the majority of them will be implemented by the end of the project. The key aspect that needs further attention is financial training of the Pôles to ensure full alignment and consistency within NCD, which should be completed by the end of the project.

1.2. Accounting software installed. The software was installed in Year 1 of the project, but the migration of data into it has taken longer than expected, per the reasons outlined earlier in this report, which means staff are not yet using a fully functional version of the new software to date, but it should be in full use by the end of June 2025 onwards.

1.3. Updated NCD finance procedures. The review is ongoing. NCD has been supported in this work by a Consultant since November 2024 and BirdLife WASRO. NCD are due to organise a validation workshop to finalise the review by the Executive Committee, which will take place by the end of the project.

1.4. RSPB financial spot check reports by qualified RSPB staff. These checks are ongoing, as both the project and the Institutional contract progress and in preparation for the annual institutional audit.

1.5. Annual financial audit. By the end of June 2025 everything must be on the TomPro financial management software covering the period "2020 to date", so that the first formal audit of the accounts can start and a Financial Statement can be submitted to the tax office as part of this work. The first institutional audit report should be available by the end of the project.

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

NCD's Safeguarding policy was updated in year 1 and will be reviewed and revised again in Year 3 in order to align with BirdLife's new global policy and alignment with CAPSEAH. It was briefly presented during the AGM last year, which was unfortunately curtailed due to a sudden personal tragedy. Part of the update of the policy will be to clarify the grievance mechanism. The final months of the project communication of the safeguarding policy and code of conduct will be intensified with an obligation for signing the code of conduct by all staff. The RSPB will conduct a safeguarding audit of NCD during the project, overseen by the RSPB's Safeguarding and Investigations Manager.

Nevertheless in general, there has been greater clarification of NCD policies and processes and stronger connections made with Pôles and LCGs through the COMEX meeting (which includes heads of Pôles – Ref 1e) and visits by the President and staff of NCD (Ref 1g). This has been particularly pertinent in the build-up to developing a new NCD strategy for 2026-2023.

The plan for financial sustainability will be completed by the end of the project. BirdLife WASRO is supporting the process.

3 Capacity increased with at least 3 senior positions in place within 3 months of project start, and 1 more Pôle, and at least 8 additional Local Conservation Groups (LCGs) established by end of project.

Prior to the project NCD had no one among the staff beyond the Executive Director who was in a management position. Of greatest concern was the lack of anyone with financial management expertise. In addition, it meant that the Executive Director was overburdened with project organisational management, project development and project delivery. Through the project, three senior staff have been recruited who play important roles in overall delivery of the project and NCD's programmes in general, including most crucially a financial manager. The technical programme manager monitors delivery of projects and the conservation manager is driving the delivery of the field-based conservation work.

A new Pôle was established in Ferlo during Year 1.

Nine new LCGs have been established throughout Senegal. A database of LCGs and their memberships is provided as evidence.

The project achieved most of this outcome by March 2025, and the remaining months will be focussed on strengthening safeguarding further and developing a sustainable financing strategy.

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 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.

Achievement of this indicator is on-going. NCD site monitoring guidelines and database are to have minor revisions to include site threat and action data added to more closely align with BirdLife monitoring protocols. RSPB will work with NCD staff to further update their monitoring guidelines, following the mission in January/February 2025.

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

This is ongoing, in line with indicator 1 above. Updates to BirdLife World Bird Database and annual report on IBA/KBA monitoring to be completed by end of project.

2.3 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.

5 staff have completed the KBA on-line training and continue to receive training assistance from the RSPB. NCD organised a national KBA training workshop that included government representatives, other NGOs and academics. 14 NCD staff participated at the KBA training workshop and 5 staff and volunteers have completed the online training. 8 sites are in the process of being evaluated against KBA criteria, of which it is expected that most would meet KBA criteria and submissions can be made to the KBA Secretariat. One of the most significant outcomes of the KBA workshop was interest by participants in establishing a KBA National Coordination Group, which included recognition on the need to adapt the TOR example from the KBA Secretariat to the Senegalese context. This indicator to be completed by the end of the project.

Overall achievement of this outcome is on-going and will be completed by the end of the project.

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

3.1 Participatory ecosystem service assessments of at least 1 KBA demonstrates which benefits it gives to local communities.

This has been started (Ref 3a) and a report will be provided by the end of Q1Y3.

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

Footage has been collected and the film is in the process of being edited.

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

This is on-going. 9 LCGs have been consulted. Exact plans have not been developed, but the challenges and priorities for each LCG have been documented and will contribute to NCD's overall strategy for 2026-2030

Overall achievement of this output is on-going and will be completed by the end of the project as planned.

1.3. Progress towards the project Outcome

NCD is a stronger organisation operating more widely and having a greater impact on national goals for biodiversity and sustainable development

NCD is certainly already a stronger organisation in terms of more staff capacity with greater capability, better organisation (especially financially) and greater outreach with the establishment of a new Pôle and 9 more LCGs.

BirdLife is planning a global update of the Quality Assurance System (QAS) in 2025 for all partners. RSPB will support NCD to carry out the assessment, as planned at the end of the project. The results will be compared with the last assessment which was done in 2022. This is planned to be done as one of the final project activities in order to assess overall impact of the project.

All the management and governance tools were reviewed, updated and signed off by Board and adopted at the AGM on the 4th of March 2024. Key staff have been trained and new tools adopted as part of key induction package for all new starters (staff, interns and volunteers). While the safeguarding policy has been updated, but it will be further revised to align with BirdLife and CAPSEAH and there still need to be further socialisation and training.

NCD's organisation of a high level first national workshop on KBAs has put NCD on the map as a lead organisation in KBAs in Senegal. Most significantly the workshop garnered interest in establishing a KBA National Coordination Group. NCD is now in a key position to drive establishment of the KBA NCG and the remaining six months of that project will see that progress. RSPB will continue to support that process, but it was the support from the project that enabled the high-level workshop which was the key catalyst. Also to be completed during the remaining six months of the project will be KBA evaluations, which will demonstrate NCD capacity for the KBA process and the role of the NCG in submitting KBA proposals.

1.4. 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 KBAs as a tool for reporting on CBD targets in Senegal. This was not attended to be achieved during project, but the project has been significant in launching KBAs as a tool.

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: Government officials were well represented by relevant departments in the national KBA training workshop and there was strong support for establishing a national coordination group for KBAs to bring the KBA standard into national reporting. Most significantly the CBD focal point for Senegal was at the workshop.

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

Comment: This assumption is yet to be fully tested but remains an expectation from the ecosystem service assessments.

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.

A risk register is provided with this report (Ref 0a).

1.5. Achievement of positive impact on biodiversity and multidimensional poverty reduction

Biodiversity

The project has increased the capacity of NCD for monitoring important sites for biodiversity through the establishment of nine more Local Conservation Groups (LCGs) (Ref 1f). This effectively doubles NCDs capacity in the field for biodiversity monitoring. There are still some remaining activities to be done in terms of strengthening site monitoring, notably that is to align monitoring more fully with BirdLife's "Pressure State Response" framework whereby threats and conservation delivery are monitored alongside birds and other biodiversity. Another remaining activity is to prepare a first annual report on site monitoring, which will strengthen NCD's role nationally to report on trends in biodiversity.

The project has also introduced KBAs as a concept to Senegal, which is a natural development for NCD from Important Bird Areas (IBAs). The training workshop (Ref 2h) reached out across a variety of organisation and was highly appreciated by the government participants. NCD is currently putting into practice training skills acquired by assessing 8 sites against KBA criteria. In the long-term it is expected that will lead to stronger biodiversity monitoring and planning in Senegal in alignment with international biodiversity conservation commitments.

Human development and wellbeing.

Through establishing more LCGs, the project has enabled NCD to broaden its engagement at the grassroots level. LCGs provide the bridge between NCD and local communities for the long-term. The LCGs are given a voice through which NCD can be guided to act from local to national level, delivering interventions from livelihoods support to policy advocacy respectively.

4. Project support to the Conventions, Treaties or Agreements

Convention on Biological Diversity (CBD): The project supports Senegal commitments to the CBD and SDGs in that it has introduced the Key Biodiversity Area Standard to the government, conservationists and academics in Senegal. The training workshop was a key first step and next step, which was agreed at the workshop, was the formation of a National Coordination Group for KBAs. Furthermore, discussion from the workshop led to a common understanding of the need to consolidate biodiversity data at the national level to support planning, monitoring and reporting. Identification of KBAs can support Senegal protect its most important areas for biodiversity.

Convention on the Conservation of Migratory Species of Wild Animals (CMS): NCD works on the ground to monitor and protect important habitats for migratory birds. The CMS Agreement on the Conservation of African-Eurasian Migratory Waterbirds includes the Black-tailed Godwit, which is one of NCD's focal species. The CMS' African-Eurasian Migratory Landbirds Action Plan

(AEMLAP) covers such birds as the Turtle Dove, which is also subject to NCD monitoring with RSPB support and has a CMS international action plan associated.

Ramsar Convention on Wetlands (Ramsar). Many sites along the coast of Senegal where NCD's LCGs conduct bird monitoring are wetlands and all 9 Ramsar sites in Senegal benefit from monitoring by NCD. NCD celebrates the World Wetland Day in early February. NCD also collaborates very closely with the Department of Marine Protected Areas (DAMP).

5. Gender Equality and Social Inclusion (GESI)

| GESI Scale | Description | Put X where you think your project is on the scale |
|--------------------------|--|--|
| Not yet sensitive | The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach | |
| Sensitive | 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. | |
| Empowering | 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 | X |
| Transformative | The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change | |

The main beneficiary to this project is the Senegalese NGO NCD. In terms of a shift to greater gender equity in NCD this project has enabled great positive change. At the end of the 2022, all NCD's permanent staff were men, and only some women were active as interns or volunteers. The three senior members of staff who were recruited at the beginning of this project are all women and since then further women have been recruited to support administration. Since 31st March 2024, NCD has now achieved a remarkable 50:50 gender parity among its staff workforce, an achievement which is worth celebrating. At the level of senior management, which has shifted even further. In recent months the executive director has been beset by health problems and the three senior women staff have formed a triumvirate to lead the executive activities of NCD in their roles as heads of finance, conservation and programmes. Furthermore, they have been individually among the direct beneficiaries of training, be it on financial management, budgeting, Key Biodiversity Areas, strategy planning, safeguarding. Their recruitment and level of engagement in the project has gone beyond the expectations of the project.

The leadership of poles is very inclusive, and officers are recruited based on their good standing in their communities, and their expertise in the role they're tasked to deliver. The establishment of Pole Ferlos, for example, was inspired by an influential local member, a lady specialising in banking, who wanted to pay back by contributing to the local communities she comes from. This has inspired other influential people from the same region of NE Senegal to join that efforts that empowers communities in villages up and down the region to create GLS that aim to deliver community livelihood and nature conservation.

The institutional nature of the project means that the impact at the rural level has been less evident whereas empowerment of women has been delivered among the well-educated metropolitan classes as described above. Nevertheless, project has had outreach at the grassroots level through LCGs. 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. As the database is currently being updated, a breakdown of the gender composition of NCD's membership will be provided in the final report.

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. Regular online meetings (once a week) between the project leader and the project staff in Senegal allowed regular exchange. The BirdLife WASRO plays a key role in engaging with NCD and providing further support both technically and with developing further projects. The RSPB and BirdLife WASRO communicate regularly to align support to NCD.

Several RSPB visits have taken place during the past year. The political unrest meant that any plans to visit Senegal had to be postponed at the beginning of the project year. In September, two RSPB staff, the Project Leader and technical staff on KBAs, participated in the BirdLife regional meeting of Africa partners, which was hosted by NCD. This served as a monitoring visit for the Project Leader. In January a consultant was recruited to support monitor and deliver the remaining activities that had been delayed. From 26th January to 5th February, he visited Senegal, along with the Finance Manager and an RSPB technical staff supporting on site monitoring. That visit served to review project progress with NCD staff and review and revise the workplan. Following soon after the Project Leader visited from 9th to 19th February along with a Senior RSPB Manager and major donor. Since then, weekly online meetings were held with NCD and BirdLife WASRO to monitor closely monitor project progress and ensure alignment with several BirdLife supported activities.

The success of the project is largely monitored through the delivery of the indicators as demonstrated through this annual report. As this project lies at the core of NCD's development, it feeds into other projects from which NCD and the communities that it serves draw benefits in terms of capacity and capability development. The RSPB and BirdLife WASRO have coordinated with other supporting partners to NCD, namely VBN from the Netherlands, LPO from France and NABU from Germany. Their support has also provided institutional development as well as technical support. Qualitatively, we have recognised stronger resilience within the staff of NCD to manage more activity and greater teamwork. This has been most evident in the recent absence of the Executive Director due to health reasons, whereby the senior management have worked together to ensure continued operation of this and other projects, albeit under the overall guidance of the President of NCD.

Within NCD, the Head of Programmes is responsible for M&E, not only for this project but for programmes in general. The NCD Administration and Finance Manager not only oversees financial delivery of the project, but has been supported closely by the RSPB Project Finance Manager to ensure financial management and reporting meets the requirements of the Darwin Initiative. This in itself has been an exercise in strengthening financial management. Both the NCD Head of Programmes and Administration and Finance Manager have been closely involved in preparing this report.

The delayed project activities mean there will be less time to embed the training provided and start assessing 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 boost in support that this project has provided.

7. Lessons learnt

This list draws from the inputs of all the authors and a meeting prior to submission of this report.

- With disruptions earlier on during the project, clearer and stronger planning should have been carried out with NCD earlier on, as soon as it was clear that the workplan was going to get behind schedule.
- Clear guidance should have been provided to NCD on reporting needs, especially with regards to gender disaggregation.

- Better planning and clearer guidance on reporting needed for NCD.
- Training on finance was very much appreciated within NCD and the close support from the RSPB Project Finance Manager was a strong benefit. The project enabled more time for RSPB finance staff to become involved with supporting the institutional partner.
- NCD required more guidance in the delivery of some key activities for institutionalising policies. RSPB lacked resources for a key interim period of the project, as another project to support a Master's programme in Senegal through NCD demanded attention to address urgent needs.
- While the unexpected political unrest meant in a delay in delivering activities, more could have been done on-line in terms of training, mentoring and progressing the delivering of the outcomes. This meant a concentration of activities later in the project, which was not in the project design, and allows less opportunity for consolidation and more robust MEL.
- The project was further impeded by the absence, due to health reasons, of the director, but progress could be made up by closer engagement of other senior staff. Engagement of key staff across the organisation made the project more resilient and also pointed to the prospect of a more resilient organisation in general.
- The RSPB will continue to build on this project once it is completed with further institutional support, both financial and technical. We recognise that institutional support is a long-term endeavour. This project has enabled the RSPB to provide a step-change in its support, which would have taken significantly longer without this support. All outputs from this project are considered to be work in progress and lead to further institutional developments.
- The project has two quarters remaining. A change request was submitted at the end of March which was accepted. That change request was for some minor alterations to the budget and slight changes to the workplan. It is expected that the project can be delivered as planned.

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

In response to the comments in the letter approving the grant:

The RSPB plans to continue to support the three new senior posts funded by this project. Since the RSPB has a long-term commitment to NCD, as it does to other BirdLife partners that it supports, it will continue to provide its own funding for institutional support, and key to that will be the three new positions. The three roles enhance NCD's capacity for managing more projects and a large programme in general. The RSPB with BirdLife will continue to work with NCD to raise funds to support its priority activities in alignment with its strategy. BirdLife has a sub-regional office in Senegal, so NCD potentially benefits from the long-term presence of BirdLife, which other partners don't. Finally, Senegal is a key country on the East Atlantic Flyway for migratory birds, and (sadly) one of the few stable countries in West Africa. That makes Senegal an attraction for BirdLife partners in the north of flyway to look for support for NCD. Overall, there is a clear long-term trajectory for support to NCD, especially from the RSPB and BirdLife International.

Of the overall staff costs originally budgeted from BCF (£75,000) only 40% went to UK staff. There rest being all to Senegalese staff costs. In addition, the RSPB budgeted for an additional £35,000 in matched funding for Senegalese staff costs.

The project has provided a step change in capacity for NCD, which the RSPB could not cover from its annual budget. In the long-term this may have been achieved, but opportunities would have been missed and the urgency for a stronger NCD in Senegal for biodiversity conservation necessitated a step change in the short-term. Furthermore, the RSPB builds its strategy of institutional support around providing core funding from its own budget and working with NCD to identify other needed funding opportunities.

In response to last year's review:

This year we are providing a full set of reports and documentation as evidence of project progress. Some further data is needed. The process of compiling this report has identified those needs and that data will be provided in the final report. In particular the BirdLife Quality Assurance

System will be used before the end of the project to conduct an assessment of both institutional capacity and conservation delivery. This will act as the main quantitative barometer on the strengthening of NCD.

Gender disaggregation data collection has not been consistent throughout activities, but is being presented as far as possible.

NCD has installed a new central data management system that includes bird monitoring and membership. That database hasn't been fully updated yet, but will be before the end of the project and a stronger presentation of data will be provided in the final report.

9. Risk Management

The one unforeseen risk that occurred during the past year was the poor health of the Director of NCD which required that he take significant periods of sick leave. The impact was mitigated by working more closely through the other senior management staff in NCD, who had been recruited as a result of this project. A risk register is provided with this report.

10. Scalability and durability

This project has already established a basis for a longer term NCD delivering biodiversity conservation and support to local communities, through several factors:

- Employment of three senior staff (all women), who are proving to be capable and are at the heart of a stronger institution.
- Ensuring stronger institutional management, especially financial management.
- 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 local stakeholders at the grassroots level through the many conservation and community 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).
- Launching the KBA Standard in Senegal, bringing Senegal up to par with some neighbouring West African partners.
- Aligning NCD more closely with BirdLife International, as it is a new BirdLife Partner.

NCD's intervention model consists of establishing a long-term presence in territories or sites by establishing LCGs 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. As well as being long-term, this model of NCD to work at the grassroots level is scalable as NCD has shown by establishing other LCGs within the country during the project.

Section 8 above describes the RSPB's strategy for the durability of this project.

11. Darwin Initiative identity

NCD has made efforts to promote the visibility of the Darwin Initiative by creating a page (<https://ncdsenegal.org/projet-darwin/>) on its website, which includes project documents 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.

The RSPB recently posted an article on its website <https://www.rspb.org.uk/whats-happening/news/discover-senegal-and-the-birds-we-share-along-the-flyway> which highlighted RSPB's work in Senegal and the importance of the support from the Darwin Initiative.

The KBA training workshop featured in the most recent newsletter of the KBA Community Issue 18: April 2025 (Ref 2i) and made due reference of the support from the Darwin Initiative.

12. Safeguarding

13. Project expenditure

Table 1: Project expenditure during the reporting period (1 April 2024 – 31 March 2025)

| Project spend (indicative) since last Annual Report | 2024/25 Grant (£) | 2024/25 Total Darwin Initiative Costs (£) | Variance % | Comments (please explain significant variances) |
|--|--------------------------|--|-------------------|--|
| Staff costs (see below) | | | | |
| Consultancy costs | | | | |
| Overhead Costs | | | | |
| Travel and subsistence | | | | |
| Operating Costs | | | | |
| Capital items (see below) | | | | |

| | | | | |
|--------------------|--------------------|-------------------|--|--|
| Others (see below) | | | | |
| TOTAL | £95,208.00* | £95,208.00 | | |

* We submitted a change-request on 28th March 2025, requesting some minor revisions within the 2024/25 budget to address anticipated under and overspend for some budget lines beyond, but still close enough, to the 10% provisions and a few adjustments to the workplan. The proposed changes addressed items for which expenditure had already occurred, but which could now be allocated to this project due to the savings made (including more favourable exchange rates), since they clearly aligned with the project objectives. These were kindly approved by the BCF Senior Administrator on 14th April. Hence why the variances are minor and at 0%.

Table 2: Project mobilised or matched funding during the reporting period (1 April 2024 – 31 March 2025)

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

14. Other comments on progress not covered elsewhere

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.

The first national KBA training workshop was a milestone event in this project and for biodiversity conservation in Senegal. See Ref 2i for a good summary in English.

| File Type | File Name or File Location (all images provided with this report) | Caption including description, country and credit All Senegal. Credits in filenames: All RSPB except those by A. Diop which are NCD. | Consent of subjects received |
|-----------|---|--|------------------------------|
| Video | https://www.youtube.com/watch?v=E4iAtJaSZKE&t=2s | Senegal birds montage for website newspiece March 2025 | N/A |
| Image | Egrets at Technopole (Nick Williams).jpg | Egrets at Technopole Wetland Reserve | N/A |
| Image | Filming at Technopole (Abdoulaye Diop).jpeg | Filming an interview with an official at Technopole Wetland Reserve | Not requested |
| Image | KBA training (Nick Williams).jpg | RSPB staff giving training at the first national KBA training workshop | Yes |
| Image | Kousmar-monitoring-visit-Feb2025 (Paul Insua-Cao).jpg | RSPB and NCD Monitoring visit at Kousmar | Yes |
| Image | Kousmar-monitoring-visit-Feb2025#2 (Paul Insua-Cao).jpg | RSPB and NCD Monitoring visit at Kousmar | Yes |
| Image | Pelican (Nick Williams).jpg | A pelican | N/A |
| Image | Senegal Wetland (Nick Williams).jpg | Great flocks of waterbirds over a wetland in Senegal | N/A |
| Image | Somone-monitoring-visit-Feb2025 (Paul Insua-Cao).jpg | RSPB and NCD Monitoring visit at Kousmar | N/A |

| | | | |
|-------|--|--|---------------|
| Image | Technopole wetland reserve (Paul Insua-Cao).jpg | Technopole wetland reserve in Dakar is a major wetland and plays an important role for the surrounding urban community | N/A |
| Image | KBA training workshop (Abdoulaye Diop-NCD).jpg | First national KBA training workshop in Senegal | Not requested |

Annex 1: Report of progress and achievements against Indicators of Success for Financial Year 2024-2025

| Project summary | Progress and Achievements April 2024 - March 2025 | Actions required/planned for next period |
|--|--|---|
| Outcome NCD is a stronger organisation operating more widely and having a greater impact on national goals for biodiversity and sustainable development | | |
| Outcome indicator 0.1 BirdLife's Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end. | 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 | A rerun of the Quality Assurance System five years will take place before the end of the project and is expected to give a strong quantitative indication of the impact of this project. |
| Outcome indicator 0.2 , Internal policy documents in place, eg safeguarding, financial management, grievance mechanism, code of conduct by end of first year | Safeguarding policy updated from 2019 edition and the changes approved by the tri-annual general meeting on the 4 th February 2024. The updated financial management manual is close to completion. | The Safeguarding policy will be updated and rolled-out again including providing training. The financial management guidelines will be approved by the COMEX of NCD and training provided. |
| Outcome indicator 0.3 8 additional Local Conservation Groups are established as part of NCD network by end of project | 6 additional LCGs have been established (making 9 altogether) | An assessment of the functioning of the LCGs and training needs. |
| Outcome indicator 0.4 NCD is playing a leading role in KBA work in Senegal (more details below) | The 4-day KBA training workshop was delivered to a cross-section of conservation practitioners from government, civil society and academia. (Ref 2h) | NCD to conduct KBA assessments for 8 sites Progress towards government approval to establish a multi-stakeholder KBA National Coordination Group |
| Output 1. NCD stronger as an institution through improved financial management and governance and greater capacity | | |
| Output indicator 1.1 Improved financial management systems operational and at least 3 staff fully trained and training for all Pôles by March 2025. | Transfer of financial data to new financial management system is on-going. On-going mentoring of the Admin and Finance Manager by RSPB staff Financial and Budgetary Management Training Workshop completed, including for all finance staff of NCD. (Ref 1b and 1c) | Complete transfer of financial management software completed by the end of June. Training for Pôles on new financial management guidelines. Institutional financial audit |
| Output indicator 1.2 NCD's policies and processes, including safeguarding, are understood by all staff and members. | Visits by the NCD President to 9 LCGs (Ref 1g) | Rolling out updated safeguarding policy to Pôles and training for staff. |
| Output indicator 1.3 Capacity increased with at least 3 senior positions in place within 3 months of project start, | 6 additional LCGs have been established (making 9 altogether) | An assessment of the functioning of the LCGs and training needs. |

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| and 1 more Pôle, and at least 8 additional LCGs established by end of project. | | |
| 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 | | |
| Output indicator 2.1 NCD's protocols and processes for IBAs/KBA monitoring, data collection and reporting are brought up to BirdLife standard, with at least 8 NCD staff and members trained in implementation and able to give training. | Training of LCGs at Tocc Tocc (Ref 2c) RSPB site visits with NCD to review site monitoring protocols and provide training and recommendations. (Ref 2a and 2b) | Follow-up to update monitoring protocols. Training for LCGs. |
| Output indicator 2.2 Updated monitoring protocols are being used effectively at 8 IBAs/KBAs by 8 LCGs | | Update of BirdLife's IBA database with data from Senegal. Annual report on site monitoring by LCGs |
| Output indicator 2.3. NCD is a lead organisation in the 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. | The 4-day KBA training workshop was delivered to a cross-section of conservation practitioners from government, civil society and academia. (Ref 2h) 5 NCD Staff and Volunteers have completed the online KBA training programme | NCD to conduct KBA assessments for 8 sites and submit eligible sites to the KBA secretariat More staff and volunteers to complete KBA training programme |
| Output 3. NCD can better demonstrate effective involvement of local communities in support and deriving benefits from IBAs/KBAs | | |
| 1. Participatory ecosystem service assessments of at least 1 KBA demonstrates which benefits it gives to local communities. | Site identified (Technopôle), scoping conducted, methods developed and field data collection in progress (Ref 3a). | Completion of report. |
| 2. Film produced to show values of KBAs for ecosystem services, and the role of local communities in identifying and protecting KBAs | Videographer contracted (Ref 3b), footage collected, storyboard under development | Final editing of the film. Launch of the film on-line. |
| 3. Site-based conservation and development plans are developed by LCGs | Report on meetings with 9 LCGs (Ref 1g) | Continued development of updated NCD strategy |

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 |
|---|---|---|
| Outcome: Outcome NCD is a stronger organisation operating more widely and having a greater impact on national goals for biodiversity and sustainable development | 1. BirdLife's Quality Assurance System shows NCD scoring higher on institutional development, with no criteria scoring lower by project end. 2. Internal policy documents in place, eg safeguarding, financial management, grievance mechanism, code of conduct by end of first year 3. 8 additional Local Conservation Groups are established as part of NCD network by end of project 4. NCD is playing a leading role in KBA work in Senegal (more details below) | 1. QAS results 2. Policy documents 3. Records of LCG establishment 4. Reporting on KBA programme in Senegal by KBA Secretariat |
| 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 2025. 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 8 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 |

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| | | 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/KBA monitoring, data collection and reporting are brought up to BirdLife standard, with at least 8 NCD staff and members trained in implementation and able to give training. 2. Updated monitoring protocols are being used effectively at 8 IBAs/KBAs by 8 LCGs 3. NCD is a lead organisation in the 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 8 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 1 KBA assessment 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 service assessments of at least 1 KBA demonstrates which benefits it gives 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. Report from selected KBA(s) 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. |
| Activities (each activity is numbered according to the output that it will contribute towards, for examples 1.1, 1.2 and 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 assessed by RSPB 1.2 Consultant based in Senegal RSPB Finance Manager works 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
 - 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 the development of a training and communications programme
 - 1.10 NCD staff 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 established in the Ferlo savannah region
 - 1.15 At least 10 EIGHT new LCGs established led by Pôle executives through visits to IBAs/KBAs
 - 1.16 Consultations with all LCGs to review strategic plan (2021-2025) (coinciding with 3.5 below) – safeguarding, mission, etc
- Statutory Executive Committee 2-day workshop includes 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 5 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
 - 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 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

Please see the Standard Indicator guidance for more information on how to report in this section, including appropriate disaggregation.

| DI Indicator number | Name of indicator | If this links directly to a project indicator(s), please note the indicator number here | Units | Disaggregation | Year 1 Total | Year 2 Total | Year 3 Total | Total to date | Total planned during the project |
|---------------------|--|---|--------------|----------------|--------------|------------------------|--------------|---------------|---|
| DI-A01 | Number of people in eligible countries who have completed structured and relevant training | 1.1, 1.2, 2.1, 2.3 | People | Gender | 11 | 53 men, 18 women 71 | | 82 | 90 |
| DI-A03 | Number of local or national organisations with enhanced capability and capacity. | Overall project outcome | Organisation | NGO | 1 | 1 | | 1 | 1 |
| DI-A04 | Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training. | 1.2, 2.1 | Number | Gender | 1 | 7 men 6 women 13 | | 14 | >20 (all NCD staff and some Pole members) |

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) |
|--|--|---|-----------------------|----------------------------|--------------------------------|---|
| Discover Senegal and the birds we share along the flyway | Blog Post | Nick Williams, 2025 | Male | British | RSPB, Sandy, UK | https://www.rspb.org.uk/whats-happening/news/discover-senegal-and-the-birds-we-share-along-the-flyway |
| *From Knowledge to Action: Empowering Senegalese Conservationists to Identify Globally Important Places for Biodiversity | Article in newsletter | Simmy Bezeng, Paul Insua-Cao, Therese Ndiaye, Ramatoulaye Diallo, Paul Marie Ndiaye, Marc Tsekpuia, Wenceslas Gatarabirwa | Male | Cameroon | KBA Secretariat, Cambridge, UK | https://www.keybiodiversityareas.org/kba-news/newsletters (not currently on-line) |

| | | |
|----------|--|--|
| 2e | KBA scoping data for current KBAs and Maring Protected Areas in Senegal | AMP_Senegal_SATassessed.xlsx kbas_senegal_satassessed_202130. xlsx |
| 2f | NCD site monitoring data | NCD Données.xlsx |
| 2g | The BirdLife Council for the Africa Partnership Meeting 2024 (CAP 2024), 2 - 6 September 2024. | CAP Summary Report 26092024.docx |
| 2h | Rapport de l'atelier de formation et de partage sur les KBA | Rapport de l'atelier de formation sur les KBA-1.pdf |
| 2i | KBA Community Newsletter Issue 18 | KBA_Community_Newsletter_18_sm all.pdf |
| Output 3 | | |
| 3a | Evaluation des services écosystémiques de la Réserve Naturelle Urbaine de la Grande Niaye de Pikine et Dépendances RNUDGP | Rapport d'orientation méthodologique BSE Technopôle 2025_final.pdf |
| 3b | Contrat de prestation de services | Contrat de Prestation de Services NCD – KJ.pdf |
| 3c | Compte-Rendu de Mission, 07 – 15 et 24 mars 2025 | Mission de Consultation des GLS Sur le Plan stratégique.pdf |

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 correct template (checking fund, scheme, type of report (i.e. Annual or Final), and year) and deleted the blue guidance text before submission? | X |
| Is the report less than 10MB? If so, please consider the best way to submit. One zipped file, or a download option is recommended. We can work with most online options and will be in touch if we have a problem accessing material. If unsure, please email to BCF-Reports@niras.com putting the project number in the Subject line. | X |
| Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line. | |
| Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report. | X |
| Have you provided an updated risk register? If you have an existing risk register you should provide an updated version alongside your report. If your project was funded prior to this being a requirement, you are encouraged to develop a risk register. | X |
| If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 15)? | X |
| Have you involved your partners in preparation of the report and named the main contributors | X |
| Have you completed the Project Expenditure table fully? | X |
| Do not include claim forms or other communications with this report. | |