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INiTiativE Reflection and Action for Climate and Climate Finance (INTERFACE)

BUSINESS PLAN



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Editorial and Support Team

This business plan is developed by the Senegal Think Tank team, as part of the UNI-LEAD project, implemented by START in collaboration with Climate Analytics Africa and with the support of the Global Environment Facility (GEF), for the benefit of the LDC Universities Consortium on Climate Change (LUCCC).

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List of acronyms and abbreviations

AF	Adaptation Funds
ANACIM	National Agency for Civil Aviation and Meteorology
ANAT	National Agency for Regional Planning
ANER	National Agency for Renewable Energies
CASE	Harmonized Framework for Monitoring and Evaluating Public Policies
CC	Climate Change
CERER	Center for Studies and Research on Renewable Energies
COMNACC	National Committee on Climate Change
COMRECC	Regional Committees on Climate Change
CSE	Ecological Monitoring Center
DA	Department of Agriculture
DAPSA	Department of Agricultural Analysis, Forecasting and Statistics
DCCTEFV	Directorate of Climate Change, Ecological Transition and Green Financing
DEEC	Department of the Environment and Classified Establishments
DIREC	Department of Environmental Regulation and Control
ESP	Polytechnic School
FONGIP	Priority Investment Guarantee Fund
FONSIS	Sovereign Strategic Investment Fund
FPMA	Fund for the Least Developed Countries
FRLD	Loss and Damage Response Fund
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
INTERFACE	INiTiativE Reflection and Action for Climate and Climate Finance
LBA	La Banque Agricole

LDC	Least Developed Countries
LPAO-SF	Simeon Fongang Laboratory of Atmospheric and Oceanic Physics
LUCCC	Consortium of Universities from Least Developed Countries on Climate Change
NGO	Non-Governmental Organization
PPP	Public-Private Partnerships
SENELEC	National Electrification Company of Senegal
TT	Think Tank
UCAD	Cheikh Anta Diop University of Dakar
UNI-LEAD	Least Developed Countries University Leadership Strengthening Program to Catalyze Climate Change Adaptation Financing

Executive Summary

Senegal has demonstrated a long-standing commitment to fighting climate change (CC). In pursuit of this goal, the country has implemented various measures, including the development and submission of its Nationally Determined Contribution (NDC) in 2020, which aligns with the objectives of the Paris Agreement and aims to reduce greenhouse gas (GHG) emissions through its mitigation and adaptation components. The implementation of the NDC requires substantial financial resources, estimated at approximately US\$13 billion, to cover mitigation and adaptation efforts. However, one of the main obstacles is the lack or insufficiency of funding, largely due to a shortage of qualified human resources capable of designing robust projects and programs to access climate finance.

Faced with these challenges, the Cheikh Anta Diop University of Dakar (UCAD) has established a Think Tank called “INiTiativE Reflection and Action for Climate and Climate Finance (INTERFACE).”

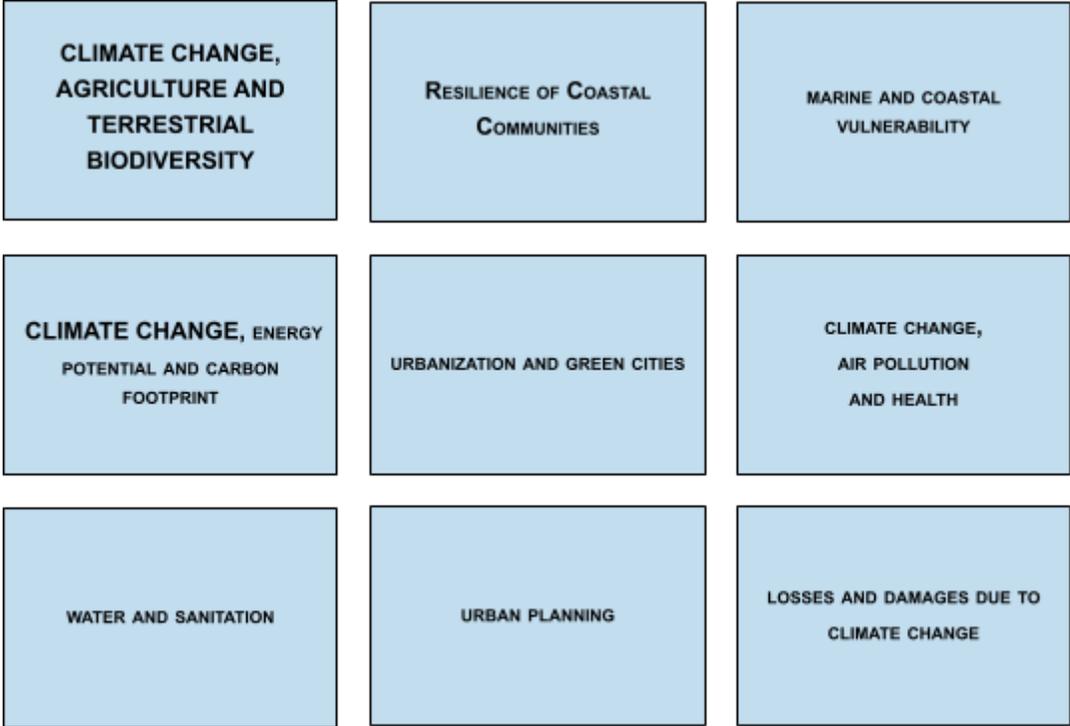
INTERFACE’s vision is to: “Contribute to long-term low-carbon development and increase the resilience of communities and ecosystems vulnerable to climate change.”

INTERFACE’s mission is to: “increase the flow of climate finance in Senegal and the sub-region by strengthening the capacities of public and private actors”.

INTERFACE aims to achieve its vision through the implementation of concrete actions targeting state (central and local) and non-state (private sector, civil society and research) actors. The concrete actions can be summarized in four objectives:

- Create a digital platform to connect national experts specializing in climate change and climate finance.
- Enhance the expertise of these network members in climate finance to better support the preparation and implementation of climate-related projects.
- Offer training, tools, and support services to strengthen the capabilities of both governmental and non-governmental actors in accessing and managing climate finance.
- Set up a dialogue forum to facilitate exchange among key stakeholders in climate change (linking science, policy, and practice) with a focus on climate finance.

INTERFACE intends to establish eight (08) evolving thematic groups, including four (4) that have been already created during the pilot phase of the UNILEAD project. These groups are:



The members of the different thematic groups within “INTERFACE” will generate information and scientific evidence through activities such as implementing research programs that result in publications, securing funding to launch capacity-building initiatives for early-career professionals in relevant fields, and establishing collaborative programs with more advanced universities in both the Global South and North on the respective themes. These thematic teams will also design and deliver training programs, including modules on climate project proposal writing, feasibility study development, and monitoring and reporting of climate projects.

To **ensure its sustainability**, INTERFACE will primarily rely on paid services such as conducting training sessions for public and private sector actors, performing policy reviews, and offering research-based consultancy services. The Think Tank (TT) aims to formalize partnerships by signing memorandums of understanding (MoUs) with various institutions to capitalize on collaborative opportunities. Additionally, the TT will pursue grants from governmental bodies and non-governmental organizations. It will also leverage the scientific

expertise of its members to respond to international calls for proposals, thereby creating a stream of funding through competitive projects.

Part I
Rationale, Services and Expected Impact



Introduction

The issue of climate change (CC) is a global problem that affects the physical environment, societies and economies of different countries in general, and those of the Sahelian countries in particular, which are very vulnerable to this phenomenon. Senegal is not left behind with the significant effects and impacts of climate change resulting from extreme weather/ocean events that translate into rising temperatures, recurring floods, rising sea levels, etc. The country is therefore committed to the dynamics of combating CC. This commitment is manifested by a series of initiatives undertaken in recent years, including the implementation of programs and projects aimed at combating the impacts of CC. In addition, Senegal has actively adhered to various international conventions and mechanisms, such as the United Nations Framework Convention on Climate Change (UNFCCC) and adopted the Paris Agreement with a commitment through its Nationally Determined Contribution (NDC), thus demonstrating its dedication to addressing the challenges posed by climate change. In pursuit of these objectives, several policies have been formulated, including three national communications, the National Sustainable Development Strategy, the National Adaptation Programme of Action (NAPA) and sectoral National Adaptation Plans (NAPs). A total of ten sectoral NAPs will be formulated: agriculture, livestock, fisheries, water resources, coastal zones, biodiversity, tourism, health, flood disaster risk management and infrastructure. Currently, the sectoral NAPs for fisheries, coastal zone, agriculture, health, infrastructure and floods have been developed. In each of these NAPs, adaptation options have been identified and prioritized.

Implementing adaptation and mitigation actions outlined in Senegal's Nationally Determined Contributions (NDC) requires substantial financial resources, estimated at USD 13 billion, USD 8.7 billion for mitigation projects and USD 4.3 billion for adaptation initiatives. Of this total, USD 4.8 billion is designated as unconditional financing, while USD 8.2 billion depends on conditional support (NDC, 2020). Despite these targets, significant barriers remain in accessing climate finance. These obstacles are rooted in political, institutional, financial, legal, regulatory, gender equality, social inclusion, traceability, and technical challenges. Additionally, there are persistent issues such as: (i) limited understanding of climate change concepts and their implications, which hampers the ability to articulate the climate rationale of projects; (ii) low awareness among public and private actors of available climate finance sources and mechanisms; and (iii) weak capacity among stakeholders to design climate-resilient projects and financing proposals in priority sectors.

In response to these challenges, Cheikh Anta Diop University of Dakar (UCAD) has established a Think Tank designed to play a central role in shaping the climate finance landscape by offering localized, context-specific expertise on climate adaptation financing. The Think Tank aims to map Senegal's national climate finance ecosystem and build the

capacity of key stakeholders, including academia, national and local governments, NGOs, civil society, and grassroots organizations, to mobilize the financial and human resources necessary to address climate change effectively. This business plan presents the Think Tank’s economic model, key research priorities, and the strategic partnerships required to achieve long-term impact and ensure sustainability.

1. Justification, strategic objectives, products/services offered and expected impact

1.1 Justification and ambition

The analysis of Senegal’s needs in terms of financing climate action (adaptation and mitigation), based on the review of strategic documents¹ and interviews with sector stakeholders, in terms of climate finance for adaptation, made it possible to identify seven (7) needs:

- Limited understanding of climate change and climate finance concepts involved in climate change management.
- Inadequate integration of climate change considerations into national strategic plans, legal frameworks, and regulations.
- Low awareness and understanding of climate finance mechanisms, including their structures, requirements, and monitoring processes.
- Insufficient capacity building for human resources, particularly in developing bankable climate projects and programs tailored to sectoral adaptation needs.
- Weak engagement of key stakeholders, especially vulnerable populations, women, and the private sector, in the design and implementation of climate projects and their financing.
- Lack of coordination and synergy among financial institutions and funding mechanisms, including banks, investment funds, guarantee institutions, and microfinance organizations.

Based on the identified needs, the vision of INTERFACE is to **“contribute to long-term low-carbon and climate-resilient development by increasing climate finance flows in Senegal and the sub-region and empowering public and private actors”**.

¹ <https://unfccc.int/sites/default/files/NDC/2022-06/CDNSenegal%20approuv%C3%A9e-pdf-.pdf>
<https://napglobalnetwork.org/wp-content/uploads/2024/03/napgn-fr-2024-plan-national-adaptation-genre-senegal.pdf>

INTERFACE aims to achieve its vision through the implementation of concrete actions targeting state (central and local) and non-state (private sector, civil society and research) actors. The concrete actions can be summarized in four objectives:

- Create a digital platform “network” that connects national experts specializing in climate change and climate finance;
- Strengthen the capacity of these experts to enhance their ability to contribute to the design and development of climate-related projects;
- Offer training programs, support services and products to improve the capacity of both public and private actors in securing climate finance;
- Set up a forum for dialogue that fosters collaboration and exchange among stakeholders involved in climate change management, bridging Science, Policy, and Practice in the area of climate finance.

1.2 Strategic objectives and services

The strategic objectives and products of the TT that derive from the vision and specific objectives are summarized in the following table:

Table 1. Strategic objectives and products/services of INTERFACE

STRATEGIC OBJECTIVES	PRODUITS/SERVICES
<p>Strategic objectives 1: Create a digital platform “network” that connects national experts specializing in climate change and climate finance</p>	<p>Product 1.1: Map and profile national experts working on issues related to climate change and climate finance;</p> <p>Product 1.2: Develop an open-access digital platform for expertise and knowledge sharing;</p>
<p>Strategic objectives 2: Strengthen the capacity of these experts to enhance their ability to contribute to the design and development of climate-related projects</p>	<p>Product 2.1: Continuously strengthen cutting-edge knowledge and thinking on climate change, with a focus on facilitating access to climate finance;</p> <p>Product 2.2: Create a leading resource center on climate change and climate finance at UCAD;</p>

<p>Strategic objectives 3: Offer training programs, support services and products to improve the capacity of both public and private actors in securing climate finance</p>	<p>Product 3.1: Develop a training curriculum and manuals tailored to identified needs, through consultations with key stakeholders.</p> <p>Product 3.2: Organize and deliver training programs at local, national, and subregional levels.</p> <p>Product 3.3: Strengthen university-level climate change education by incorporating climate change and climate finance content into current academic programs.</p> <p>Product 3.4: Foster the development of future researchers by providing support for student research in climate change through scholarships, internships, and thesis assistance.</p>
<p>Strategic objectives 4: Set up a forum for dialogue that fosters collaboration and exchange among stakeholders involved in climate change management, bridging Science, Policy, and Practice in the area of climate finance.</p>	<p>Product 4.1: Provide a credible and reliable source of knowledge and information on climate change and climate finance.</p> <p>Product 4.2: Build strategic partnerships with key actors, including central and local government bodies (e.g., DCCTEFV), national institutions (such as CSE and LBA), internationally accredited organizations, universities across the subregion (e.g., Gambia, Burkina Faso, Mali, Guinea, Sierra Leone), civil society groups, NGOs, and international development partners (such as AFD, USAID, GIZ, JICA).</p> <p>Product 4.3: Convene science-policy dialogue platforms to encourage and support the formulation of climate-related projects.</p>

1.3 Expected impact

Given the objectives outlined above, the TT will contribute to mapping the national expertise in terms of climate finance and providing stakeholders with the information and skills necessary to mobilize financial and human resources in order to respond effectively to the challenges of climate change.

INTERFACE also aims to establish a climate change resource center within UCAD, a credible and reliable source of authoritative information on climate finance, which will bring together skills to produce innovative ideas aimed at making climate finance more accessible in Senegal and the West African sub-region. Thanks to the work carried out during the first

phase of the project, thematic groups have been established and will be strengthened through new strategic collaborations with stakeholders, including experts, officials, academics and other institutions specialized in the mobilization of climate finance. This multi-sectoral expertise will be strengthened periodically to effectively meet the needs of stakeholders in terms of training, support and analysis. Also, INTERFACE will promote the production of information and scientific evidence by researchers from Senegalese universities in connection with the themes covered through actions such as conducting research programs leading to publications, seeking funding for the launch of capacity building programs for young people at the beginning of their careers in the relevant fields and the establishment of collaborative programs with other universities in the South and the North that are more advanced on the themes covered by INTERFACE.

In response to stakeholder needs, thematic teams will be established to develop capacity-building programs (training modules on climate project writing, feasibility project development, monitoring and reporting of climate projects, etc.). These trainings will empower stakeholders and improve their ability to access and use climate finance with the ultimate goal of improving climate action, building resilience, reducing climate risks, and advancing sustainable development. Some modules based on stakeholder needs may be developed to support parties at the national and regional levels. INTERFACE will provide free services in its pilot phase in 2024 and will move to a hybrid approach after 2024 where it will provide free and/or paid services, depending on the stakeholder and as decided by INTERFACE management. INTERFACE management will make its decision based on the type of service, the actor, the nature of their relationship and also the availability of resources to respond to the request.

Finally, INTERFACE aims to unite all synergies by serving as a platform for dialogue between policymakers, accredited entities, stakeholders from the scientific world, and the private sector in order to inform and shape relevant policies, technologies, and business models in Senegal. Through its research component, INTERFACE will facilitate the publication of scientific work for its members, but will also synthesize the essential results of this research to inform decision-makers.

Part II

Economic Model, Market, and Organizational Charter



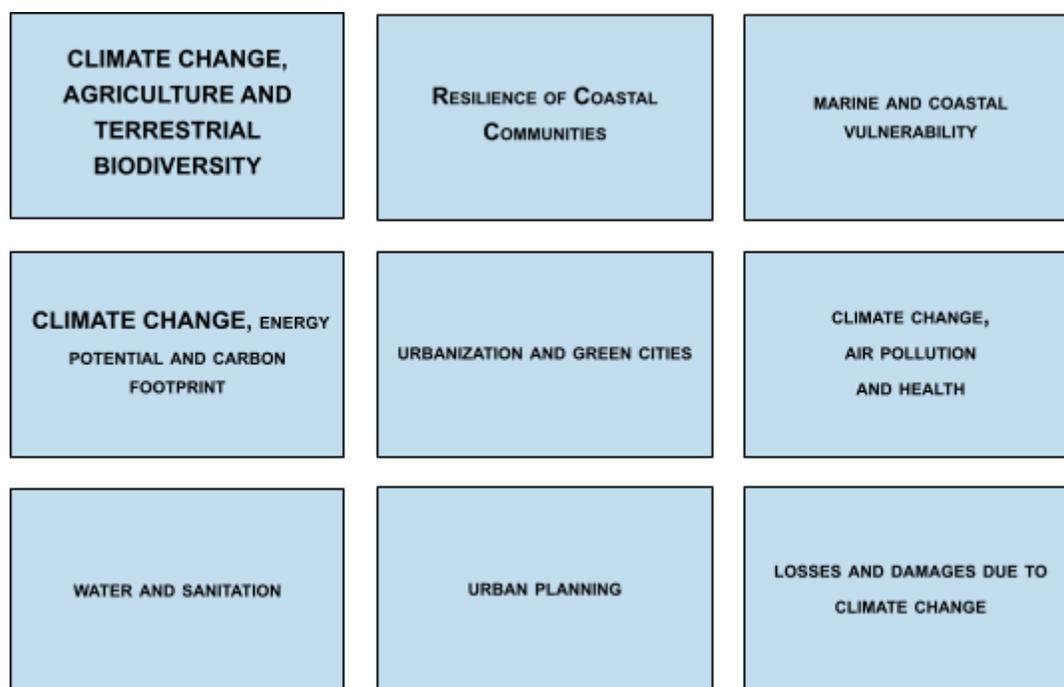
2. Presentation of activities

2.1 Strategic Objective 1 and associated products

Strategic objective 1 and the associated products aim to establish a digitized platform “network” of national experts working on climate finance. This objective aims to establish a community of expertise and practice capable of supporting national efforts to mobilize climate resources. The establishment of this platform will allow for more effective training of teams to respond to stakeholder requests and also to be more effective in interventions. This platform will organize experts according to sectors of expertise and also seniority (senior, junior, etc.). It will promote the transfer of skills between experts of different generations and will contribute to the development of long-term internal and national expertise in the field of climate change and climate finance. The transfer of skills may take the form of webinars or face-to-face workshops.

The creation of this expert platform will also help identify existing gaps in expertise, enabling the development of an advocacy strategy targeting university leadership to promote the introduction of academic programs in those areas within Senegalese universities. The Laboratory of Atmospheric and Oceanic Physics–Siméon Fong-gang (LPAO-SF) at the Polytechnic School, Cheikh Anta Diop University of Dakar, serving as the Think Tank’s secretariat, will lead this initiative. It will be responsible for collecting, validating, and periodically updating data related to the eight thematic areas outlined below.

INTERFACE plans to set up eight (08) thematic working groups:



2.2 Strategic Objective 2 and associated products

Strategic objective 2 and associated products aim to strengthen the capacities of network experts on climate finance in order to make them better equipped to support the development of climate projects. The identification of network members (professionals, professors and students) will be carried out during strategic objective 1 with areas of expertise, but also capacity building needs will facilitate the implementation of strategic objective 2. This objective aims to strengthen INTERFACE's internal capacities in order to offer good quality and quality products. In addition, it promotes intergenerational innovation and contributes to the development of long-term internal and national expertise in the field of climate change and climate finance.

This strategic objective aims to leverage the existing mandate and resources in the academic sector to establish a dedicated climate finance resource center that will enable the autonomous and timely updating of knowledge and skills. This center will serve as a hub for information related to climate science and policy and climate finance, offering a comprehensive repository of research, data, and tools such as customizable training modules to support academic and practical understanding of climate issues.

2.3 Strategic Objective 3 and associated products

Strategic Objective 3 and associated products aim to provide training and support services and products for state and non-state actors in mobilizing climate finance. The products and services offered will be able to equip beneficiaries to better meet the requirements of multilateral climate funds such as the Green Climate Fund (GCF), the Global Environment Facility (GEF), the Adaptation Fund (AF), the Least Developed Countries Fund (LDCF) and the Loss and Damage Fund. Partners and clients may be national and local government agencies, implementing entities and direct access entities, or other institutions interested in accrediting or implementing climate projects, including NGOs, and the private sector. The range of products and services includes customized training and workshops, research and briefings, as well as other pro bono/paid or consulting services in the following areas:

- (i) Proposal writing, including data and information support, for example in developing the climate rationale;
- (ii) Project design, including a robust theory of change, implementation and reporting support, including the criteria that must be met and safeguards that must be maintained;
- (iii) Support in mainstreaming gender and climate considerations into institutional policies and operational practices.

- (iv) Capacity-building for public and private actors on climate change, particularly on climate finance, at both the national and local levels.
- (v) Support for the evaluation of projects to be submitted to the various climate funds, and production of good practice guidelines on climate finance.

This strategic objective aims to enhance the knowledge and capabilities of key stakeholders, including governments, implementing entities, and direct access entities, to facilitate their access to and effective use of climate finance.

2.4 Strategic Objective 4 and associated products

Strategic Objective 4 and its associated products aim to create a dialogue platform bringing together key stakeholders involved in climate change management across the Science-Policy-Practice spectrum, with a focus on climate finance. This Science-Policy Dialogue Platform is designed to enhance collaboration among national actors who influence policy direction and decision-making, supporting the development of national strategies to address climate change. The platform will facilitate discussions on policies, strategies, and actions needed to advance the mobilization of climate finance at both national and international levels.

INTERFACE in Senegal will focus on mobilizing climate finance to strengthen efforts in climate change mitigation and adaptation. It will provide support in proposal development, project design and implementation, and monitoring, paying particular attention to climate rationale, gender mainstreaming, theory of change, and meeting institutional requirements. INTERFACE will enhance the capacities of government bodies, NGOs, and other stakeholders through targeted training sessions and workshops to improve the efficient use of climate finance. It will also contribute to knowledge generation and dissemination by conducting research, promoting best practices, and creating collaborative platforms. Additionally, INTERFACE will assist the private sector and other clients through tailored research, capacity-building initiatives, and the integration of climate considerations into policy frameworks, while also offering guidance on government policy development and execution.

Strengthening internal and national capacities

Senegal's INTERFACE also aims to strengthen long-term internal and national capacities in climate change by establishing a directory of platform actors. This directory will be updated periodically, and the identified actors will also be strengthened by INTERFACE to ensure the country has all the necessary expertise at all times to effectively mobilize and manage climate finance. In the long term, INTERFACE plans to establish research programs to contribute to the climate change discourse in the country. Assuming resource mobilization,

INTERFACE may offer scholarships and scientific visits in relevant fields through academia, as well as through collaborations with other universities, to strengthen intergenerational and long-term capacities in climate change.

During its 2024 pilot phase, INTERFACE provided training to stakeholders from sectoral ministries, accredited entities, civil society organizations, and the private sector. This capacity-building initiative supported the government and key actors in strengthening their skills and developing evidence-based proposals to access climate finance. The training focused on four priority areas, identified through inclusive consultations with stakeholders, and targeted working teams involved in climate-related initiatives:

- Climate change and agriculture;
- Climate change and coastal zones
- Climate change and energy; and
- Climate change and sustainable cities.

3. Market research, stakeholder identification and potential for collaboration

3.1. Market assessment and TT opportunity

Despite the progress made by the Senegalese government in climate finance, several challenges remain. Climate finance is not yet fully integrated into the public financial management system, which hinders the effective allocation and management of climate-related funds.

The exact financial requirements for climate response efforts in Senegal remain unclear. Additionally, the absence of clear prioritization of climate change interventions hampers the effectiveness and efficiency of related actions. Access to international climate finance continues to be a critical concern, with both state and non-state actors emphasizing the need to maintain and enhance their ability to tap into these vital resources

It is therefore essential to build the capacity of stakeholders in this field, particularly those at the local level in terms of climate finance, for which capacity is inadequate. This is crucial, as local governments play an important role in implementing climate initiatives and resolving climate-related issues.

The Senegalese TT is ideally positioned to engage with the government to address these challenges. It can leverage its expertise in knowledge development and dissemination through research and capacity building. The focus will be on:

- **Supporting the government with scientific knowledge:** Providing the scientific data and knowledge needed to improve government climate response strategies and decision-making processes.
- **Building capacity in climate finance:** Assisting in the development of effective climate finance mechanisms and frameworks to ensure that resources are allocated efficiently and effectively.

The Senegal TT can effectively complement the current efforts of government, civil society, and climate response and climate finance organizations. As part of an academic institution, the Senegal TT is well-positioned to forge strategic partnerships with these stakeholders and provide valuable academic support. By leveraging its expertise in research and knowledge dissemination, the Senegal TT can strengthen collaborative efforts, contribute to evidence-based decision-making, and support the development of effective climate strategies and financial mechanisms.

The creation of INTERFACE aims to strengthen collaboration between universities and the government for access to and implementation of climate adaptation financing. In order to support the strengthening of collaborations and contribute to access to adaptation financing in Senegal, INTERFACE plans to implement the following actions in the short and medium term:

- Create a digital platform "network" to connect national experts specializing in climate finance;
- Strengthen the expertise of this network to enable them to assist in designing and developing climate-related projects;
- Offer training programs, resources, and support services to enhance the capacity of governmental and non-governmental actors in accessing climate finance;
- Facilitate dialogue and collaboration among stakeholders engaged in climate change efforts.

These actions will enable the Think Tank to:

- Develop high-resolution climate data to enhance the effectiveness of adaptation strategies in Senegal.
- Mainstream Gender Equality and Social Inclusion (GESI) considerations into research to better address pressing adaptation challenges at the local level, particularly in vulnerable sectors.

- Embed climate adaptation priorities into the national investment planning and budgeting processes.
- Establish clear markers and a national taxonomy for identifying and classifying climate change adaptation efforts.
- Bolster institutional capacity and governance systems to improve access to and execution of both national and international climate finance.
- Facilitate the deployment of the climate finance tracking tool developed in 2023 with Green Climate Fund (GCF) readiness support, led by La Banque Agricole (LBA).

Throughout the pilot phase and the phase 1 of the project, TT coordinators actively engaged in collaborative efforts with national institutions involved in climate finance. These partnerships enabled the TT to establish its presence and showcase the value it can bring to various stakeholders. This initial phase was instrumental in rallying key actors, laying the foundational groundwork, and outlining a roadmap for future activities.

3.2. Assessment of actors and potential for collaboration

INTERFACE has the potential to collaborate with a wide range of institutions at both national and international levels. At the national level, prospective partners for INTERFACE's products and services include: the Directorate of Climate Change, Ecological Transition and Green Financing (DCCTEFV); Directorate of Environmental Regulation and Control (DIREC); Directorate of Agriculture (DA); Directorate of Analysis, Forecasting and Agricultural Statistics (DAPSA); Directorate of Planning, Research and Statistics of the Ministry of Health and Social Action; National Committee on Climate Change (COMNACC); National Agency for Civil Aviation and Meteorology (ANACIM); National Agency for Renewable Energies (ANER); National Agency for Territorial Planning (ANAT); National Electrification Company of Senegal (SENELEC); *Centre de Suivi Écologique* (CSE); La Banque Agricole (LBA); Harmonized Framework for Monitoring and Evaluation of Public Policies (CASE); Priority Investment Guarantee Fund (FONGIP); and the Sovereign Strategic Investment Fund (FONSIS).

Table 2. List of national institutions likely to be interested in these INTERFACE products and services

INSTITUTIONS	ROLE
Directorate of Climate Change, Ecological Transition and Green Financing (DCCTEFV)	DCCTEFV plays a central role in implementing national policy on combating climate change, ecological transition and mobilizing green financing. It is the focal point for the UNFCCC and the Global Environment Facility (GEF), the designated national authority (DNA) for the Clean Development Mechanism (CDM), the Adaptation Fund (AF) and the Green Climate Fund (GCF).
Directorate of Maritime Fisheries (DMP), Ministry of Fisheries and Maritime and Port Infrastructure	The DPM is responsible for implementing the State's policy on maritime fisheries. Its missions are set out in Decree No. 1255 of 23 August 2011 on the organization of the Ministry. Its organization and operation are set out in Ministerial Order No. 02466 of 19 April 2006. DPM is responsible, among other things, for developing and implementing maritime fisheries development plans, in conjunction with the relevant public bodies and private professional organizations; for managing exploited maritime fisheries in accordance with the development plans; and for overseeing the development and implementation of maritime fisheries development projects and programs.
National Committee on Climate Change (COMNACC)	COMNACC is a framework that brings together all stakeholders involved in climate change issues (technical services of the administration, private sector, NGOs, civil society, research structures, universities, etc.). COMNACC plays a key role in scientific and technical advice, training, awareness-raising, monitoring and coordination of activities carried out within the framework of the implementation of the convention. At the decentralized level, the regional committees on climate change (COMRECC), which are the regional counterparts of COMNACC, have been created.
National Agency for Civil Aviation and Meteorology (ANACIM)	<p>The Senegalese National Agency for Climate Change (ANACIM) is the national authority for civil aviation and meteorology in the country.</p> <p>It is the national focal point for the Intergovernmental Panel on Climate Change (IPCC).</p>

Centre de Suivi Écologique (CSE)	A national entity for the implementation of the Adaptation Fund (AF) and the first entity in Senegal accredited for Direct Access to Green Climate Finance (GCF).
La Banque Agricole	This is the second entity in Senegal accredited with the Green Climate Fund (GCF).
Center for Studies and Research on Renewable Energies (CERER)	It acts as the designated national authority for the UNFCCC technology transfer mechanism.
Harmonized Framework for Monitoring and Evaluation of Public Policies (CASE)	CASE, as a harmonized framework, is responsible for developing and coordinating all mechanisms and instruments for monitoring and evaluating the State's public policies.
Priority Investment Guarantee Fund (FONGIP)	The fund was created to improve the financing conditions for economic operators working in priority sectors in order to increase their long-term productivity. To this end, it must be considered as an instrument serving private initiative and integrated into the new system structured around the Sovereign Strategic Investment Fund (FONSIS) and the Bank dedicated to financing SMEs: National Bank for Economic Development (BNDE).
Sovereign Strategic Investment Fund (FONSIS)	FONSIS is a public limited company created by the Senegalese government to operate under the same conditions as the private sector. Its mission is to contribute to Senegal's economic and social development by promoting state investment. It is therefore a partner and complement to private sector stakeholders (companies and investors). FONSIS is currently in the process of obtaining accreditation for direct access to the GCF.

<p>Municipal Development Agency (ADM)</p>	<p>The ADM was created in 1997 by the joint will of the State and the Association of Mayors of Senegal (AMS). It was established in the context of the so-called regionalization reform of 1996, with the aim of contributing to the strengthening of decentralization and local development in Senegal. The ADM's general mission is to initiate any action likely to ensure better management of municipal development, through the City Contract. In its interventions, the ADM covers the entire national territory.</p>
<p>Local Development Agency (ADL)</p>	<p>The Local Development Agency (ADL) of Senegal is an implementing agency created by Decree No. 2010-995 of August 2, 2010. It is attached to the Ministry of Urban Planning, Local Authorities and Regional Development (MUCTAT) and works in collaboration with the Ministry of Finance and Budget (MFB). The ADL's general mission is the promotion and coordination of local development actions in Senegal.</p>
<p>Enda Energie</p>	<p>Enda Energie is a non-governmental organization (NGO) based in Dakar, Senegal, and a member of the international Enda Tiers Monde network. It is dedicated to promoting sustainable development through various areas of intervention, with a particular focus on energy access, sustainable land management, climate change, and gender mainstreaming in energy policies.</p>
<p>IED Afrique</p>	<p>IED Afrique, or Innovation, Environment and Development in Africa, is a non-governmental organization (NGO) based in Dakar, Senegal. It works for equitable and sustainable development in French-speaking West Africa.</p>
<p>SMEs/Private Sector in Senegal</p>	<p>Domestic financing of climate action through their Corporate Social Responsibility (CSR).</p>

In addition to national institutions, several international organizations and technical and financial partners support Senegal's climate adaptation efforts. These include, among others, the French Development Agency (AFD), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the United States Agency for International Development (USAID), the International Union for Conservation of Nature (IUCN), the

United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the Food and Agriculture Organization of the United Nations (FAO), and the Japan International Cooperation Agency (JICA).

As part of its past activities, the Think Tank (TT) has initiated letters of support to formalize collaboration with various institutions. The TT remains committed to strengthening these partnerships and establishing ties with key actors in the field. A draft Memorandum of Understanding (MoU) is currently being developed with the Directorate for Climate Change, Ecological Transition, and Green Financing (DCCTEFV), and is under institutional review.

3.3. Potential competitors

There are also policy institutes, research centers and think tanks that conduct research in the field of climate change adaptation and that may be potential competitors of INTERFACE. These include the West and Central African Council for Agricultural Research and Development (CORAF/WECARD), the Laboratory of Atmospheric and Oceanic Physics, the Institute of Environmental Sciences, the Laboratory of Oceanography, Environmental and Climate Sciences (LOSEC), Oceanography, Atmosphere, Climate and Water Chemistry (OA2C), the University Institute of Fisheries and Aquaculture (IUPA), the Institute of Environmental Sciences (ISE), the Senegalese Institute of Agricultural Research (ISRA) and the Agricultural and Rural Prospective Initiative (IPAR).

However, to maximize impact and avoid duplication of efforts, the coordination team undertook strategic outreach to potential competitors, clearly presenting the objectives of the Think Tank and, most importantly, inviting them to join the thematic groups and contribute their expertise. This approach has already been initiated with the Institute of Environmental Sciences (ISE).

3.4. The potential for collaboration with stakeholder groups

The following table presents the main stakeholder groups and the potential for collaboration with the TT.

Table 3. Stakeholders and potential collaboration

STAKEHOLDERS	COLLABORATIVE ACTIVITIES
Central and Local Government	<ul style="list-style-type: none"> ● Research, analyses, and policy briefs on the needs of policy actors; ● Needs-based capacity building;

	<ul style="list-style-type: none"> • Workshops to develop concept notes, studies, and policies, bringing together diverse stakeholders to exchange knowledge and perspectives and foster collaborative efforts; • Create and manage science-policy dialogue platforms to share data, research findings, best practices, and case studies, and support the adoption of evidence-based policies and strategies.
NGOs and CSOs	<ul style="list-style-type: none"> • Demand-driven research, analysis, and briefings; • Needs-driven training, workshops, and consulting services;
Private Sector	<ul style="list-style-type: none"> • Demand-driven research, analysis, and briefings; • Needs-driven training, workshops, and consulting services;
Academia	<ul style="list-style-type: none"> • Join research and analysis; • Integration of climate change into existing curricula; • Creation and management of platforms for sharing data, research findings, best practices, and case studies.
Students	<ul style="list-style-type: none"> • Develop climate-responsive curricula; • Support students in their fields of study through scholarships, internships, and thesis funding.

Potential collaborations with government and non-government actors, including civil society organizations and the private sector, will focus on synthesizing and generating knowledge on climate change impacts, vulnerabilities, and mitigation strategies, ensuring the inclusion of diverse and holistic perspectives.

Policy development workshops with government and non-government actors will facilitate the co-development and refinement of climate finance policies, promoting knowledge exchange and ensuring that policies are practical, innovative and aligned with national and local needs.

The establishment of public-private partnerships (PPPs) will enable the financing and implementation of climate finance projects, leveraging the resources, expertise, and innovation of the private sector, in conjunction with government regulatory support and infrastructure. Capacity-building programs, developed and implemented in collaboration with government agencies, NGOs, and industry experts, will target various stakeholders to

enhance their expertise in climate finance and project management. In addition, collaboration with civil society organizations and the media to launch awareness-raising and advocacy campaigns will inform the public and key stakeholders about the opportunities, challenges, and successes of climate finance, thereby strengthening commitment and support for climate change initiatives.

INTERFACE Senegal will implement a range of grant-supported products aligned with its strategic objectives. It will begin by continuously generating in-house knowledge and conducting advanced analyses on climate change, with an emphasis on improving access to climate finance in Senegal, ensuring alignment with evolving global trends and narratives. Additionally, INTERFACE will establish a climate change resource center within the academic sector, creating a focal point for research and dialogue. To foster the next generation of climate leaders, INTERFACE will offer scholarships, internships, and funding for student thesis work in relevant disciplines. It will also launch open-access platforms to promote dialogue and knowledge exchange, and publish timely, research-based outputs rooted in ongoing academic efforts.

3.5. Engagement with accredited entities and implementing entities

Drawing on stakeholder consultations conducted during Phase 1 of the UNILEAD project, as well as its own expanding capabilities and the expertise of its affiliated universities, INTERFACE has identified key areas for targeted intervention. One of its primary goals will be to enhance the capacities of selected personnel from accredited entities and institutions involved in the implementation of various climate funds. This capacity strengthening will focus on critical topics such as climate rationale, theory of change, and other key dimensions of climate finance. INTERFACE will deliver this support through thematic reference materials, tailored training sessions, and, where applicable, paid consultancy services.

Specifically, areas of intervention include climate finance access products and services related to various multilateral climate funds such as the GCF, the GEF, the Adaptation Fund, the Least Developed Countries Fund, and the Loss and Damage Fund. Partners and clients may include national and local government agencies, existing or emerging implementing entities and direct access entities, including NGOs, and the private sector.

Looking ahead, INTERFACE seeks to broaden its support for climate finance by offering services to both accredited and aspiring entities involved with the Green Climate Fund (GCF), Global Environment Facility (GEF), Adaptation Fund (AF), Least Developed Countries Fund (LDCF), and the forthcoming Loss and Damage Response Funds (LDRFs).

Draft Memorandum of Understanding (MoUs) are currently under institutional review to define and refine the scope of collaboration, with a focus on areas where the TT can provide strategic and technical support to these accredited institutions.

- **Support in the development of funding proposals**

INTERFACE will offer advisory services to accredited entities to support the development of high-quality proposals. This support will focus on strengthening key elements such as the theory of change, climate rationale, co-benefits, and the integration of Gender Equality and Social Inclusion (GESI) considerations, in line with funder requirements. Assistance may also include the provision of targeted research and data analysis to inform proposal development. In addition, INTERFACE may support both accredited and aspiring implementing entities in meeting institutional criteria, including those related to policy frameworks and operational standards.

- **Training and Capacity Building Workshops**

Organize training and workshops at national and local levels to improve participants' capacity to prepare good climate finance proposals.

- **Identification of Problems and Solutions**

Engage with stakeholders to identify needs and opportunities to improve access to climate change finance and implementation, particularly for vulnerable groups, and propose solutions through capacity building. This may involve addressing factors such as technical issues in the project, in the management process, or regarding policy issues.

- **Development of Partnerships**

Strengthen partnerships and cooperation with international climate finance institutions, bilateral and multilateral development agencies, and private partners to maximize resources for supporting accredited beneficiaries. Promote mutual learning and the sharing of best practices to improve proposal development.

Draft MoUs are under institutional review to identify and refine areas of collaboration, as well as areas in which the TT will provide support that meet the specific needs of each accredited institution.

3.6. Fee-for-service products

Alongside its grant-based services, INTERFACE will offer fee-based products to generate revenue and support long-term sustainability. These efforts will include building strategic partnerships with senior experts and leaders from government, academia, civil society, and the private sector, positioning INTERFACE as a trusted authority on climate change. In

addition, INTERFACE will provide thought leadership to influence and guide national and local policy development.

Furthermore, INTERFACE will develop tailored training programs and modules at both local and national levels, in close collaboration with relevant stakeholders and clients. It will also provide consulting services to the private sector and other entities, offering customized research and analysis, capacity-building workshops, project design and implementation support, and guidance on integrating climate considerations into institutional policies and operations.

Key aspects of the consulting services and technical products that could be provided to state actors include:

- Capacity building and knowledge transfer;
- Ensure that the feasibility study and consulting services are carried out in a manner that allows the government to replicate them for future projects;
- Present potential viable services and products for the think tank's first year of existence.

In its first year, the Think Tank prioritized the delivery of climate finance-related services and products, leveraging a small grant from the UNI-LEAD project to support the GEF. Building on insights gained during Phase 1, these offerings are designed to meet the specific needs and address the challenges encountered by accredited entities. The training materials and tools target a broad range of stakeholders at both national and local levels. Covering topics such as climate fund access, gender integration, climate rationale, theory of change, and activity costing, the resources aim to strengthen stakeholder capacity and facilitate improved access to climate finance.

The resources, programs, and training modules provided will build the capacity of stakeholders to develop and execute climate-related projects effectively. These offerings will be customized to suit the needs of government agencies, NGOs, private sector actors, and community leaders, promoting a shared understanding of international climate finance frameworks.

4. Staffing, organizational charter and management

INTERFACE will be organized into eight thematic teams made up of researchers and practitioners. Each group will specialize in specific themes and will be led by a coordinator and a secretary. The coordinator will be responsible for organizing meetings, managing documentation, and ensuring that the group's objectives are effectively achieved.

The coordinators and secretaries of the eight thematic groups will join the Think Tank Steering Committee to plan and organize INTERFACE activities. The Steering Committee will be responsible for planning activities, mobilizing financial resources, managing the Think Tank financially, and cooperating between the thematic groups and with external stakeholders. INTERFACE will be headed by a coordinator who will be supported in his or her tasks by an administrative team consisting of a communication/marketing expert, an accounting expert, an administrative management expert, and a project management expert. The Think Tank Chair will ensure that TT achieves its objectives through leadership, supervision, mentoring, and evaluation. The following table describes the roles and responsibilities of the TT members.

The Steering Committee will be supported in its management by a Board of Directors, which will assist in defining strategic decisions, overseeing management, and ensuring the TT's full participation in the objectives of the Paris Agreement. The Board of Directors will be made up of representatives from the university's rectorate, the Ministry of the Environment, Sustainable Development and Transitional Ecology (MEDDTE), the AND, the national financial sector, accredited entities, and other entities deemed likely to actively participate in the proper functioning of the Think Tank.

Table 4. Members and areas of expertise

NAME	POSITION	AREAS OF EXPERTISE
Prof. Amadou T GAYE	Coordinator du Think Tank	Climate change, climate adaptation and mitigation, capacity building
Prof. Boubacar FALL	Member of the steering group, liaison with political decision-makers	Climate change, vulnerability and adaptation, coastal vulnerability, climate finance and capacity building
Dr Ibrahima CAMARA	Administrator of the TT	Climate change and ocean science, vulnerability assessment and adaptation, capacity building on CC and Loss and Damage
Mme Dibor FAYE	Member of the steering group, gender focal point	Climate Change; Loss and Damage, Gender, Climate Negotiator

Prof. Khady DIOUF	Member of the steering committee	Environmental sciences, marine biodiversity, fish biology and ecology, IUCN Red List assessment
Prof. Henry M. LÔ	Member of the steering committee, liaison with civil society	Sustainable development, capacity building
Dr Assane BEYE (WASCAL)	Member of the steering committee	Economic impact of climate change on agriculture
Dr. Mbayang THIAM	Member of the steering committee	Climate change, Water resources management
Prof. Alassane SARR	Member of the steering committee	Marine biodiversity, aquaculture
Dr. Dahirou WANE	Member of the steering committee	Energy and Climate Change
Prof Awa NIANG FALL (GIDEL)	Member of the steering committee	Integrated management of coastal zones and water resources
Dr. Cheikh M. N. FALL	Member of the steering committee	Climate change and agriculture
Prof. Mamadou Lamine NDIAYE	Member of the steering committee, energy specialist	Energy and Climate Change

Part III
Financial Planning and Sustainability



5. Cost and financing analysis

The cost of the Think Tank

The Think Tank's expenses cover team compensation, materials, and website maintenance. While UCAD will not provide in-kind contributions, it will act as the financial host for the Think Tank, applying a management fee of 5% to 10%. The budget will be managed through UCAD's Cooperation Directorate, where an assigned accounting officer will oversee financial tracking and process all payments, including salaries and service-related expenditures.

The Think Tank will be hosted by ESP, which will cover the office rental costs as part of its in-kind contribution. A summary of the remaining cost components is provided in the table below.

Table 5. Cost of investment in setting up the Think Tank

ELEMENTS	QUANTITY	UNIT PRICE	AMOUNT (XOF)
Think Tank premises (annual rental fee)		Contribution ESP/UCAD	
Office furniture (Tables and chairs)	5	65000	325,000
Computer equipment (computer and consumables)			1,300,000
Creation of the website (page dedicated to TT)			1,500,000
			3,125,000

The Think Tank will require a minimum of **XOF 3,125,000** to cover its fixed costs.

Personnel costs will be financed through revenue generated by the TT itself. These minimum costs are essential to support the sustainability of TT activities, particularly during the initial phase.

Table 6. Personnel et charges

N	POSITION	DESCRIPTION	SALARY (AMOUNT)/MONTH	INSTITUTION PAYING THE SALARY (UCAD, ESP, LAB, TT)
1	Director	Strategy	TB	TT
2	Administrator	Assistant to the Director and Coordinator of TT Activities	1,200,000 XOF	TT
3	Financial and Administrative Assistant	Support for financial administration (contracts, coordination with TT and the cooperation department of the university presidency)	Half-time: 200,000 XOF Full-time: 400-500,000 XOF	TT
4	Thematic Coordinators (Consultants)	Manage the activities of the thematic group	Payment will be made when the group receives funding or payment for services.	TT
5	The team will be formed based on the services	Will be constituted by the coordinator	Payment will be made in proportion to available funds.	TT

Analysis of this table reveals that personnel costs amount to at least **XOF 19.2 million**, plus payments not yet determined.

In total, the TT will need at least **XOF 22.325 million** to cover these costs.

6. SWOT analysis of the TT for the implementation of this plan

The SWOT analysis highlights several internal strengths of the Think Tank. It brings together a multidisciplinary consortium with expertise across various areas, including climate change, project development at national and sub-regional levels, climate negotiations, and capacity building. Members also benefit from an established network of partners that will support the Think Tank's activities. However, a key weakness is the high proportion of professors and researchers, whose availability for active engagement may be limited. A significant external threat comes from competing firms, both domestic and international. On the other hand, a major opportunity lies in the Senegalese government's commitment to advancing its climate finance mobilization strategy, creating a favorable environment for a Think Tank focused on improving access to climate finance.

One of the Think Tank's key weaknesses lies in the limited collaboration from dedicated individuals and institutions that understand its objectives and could provide meaningful support at the national level.

To address this, the Think Tank plans to conduct training sessions for both governmental and non-governmental actors, undertake policy reviews, and offer specialized services related to climate finance. It will also seek grant opportunities from governmental sources and organizations such as LBA, CSE, IUCN, UNDP, GIZ, FAO, and GGGI. Furthermore, the university's in-kind support, such as office space, legal assistance, and visibility services, will be leveraged to strengthen the Think Tank's operations.

Establishing a robust monitoring and evaluation (M&E) mechanism is essential for the sustainability of the Think Tank. This mechanism will enable the collection of feedback from partners, helping to consolidate lessons learned and inform ongoing improvements. It will also incorporate surveys and opinion polls among users of the Think Tank's services to identify weaknesses and implement corrective measures. This approach will not only strengthen the capacities of TT stakeholders and management but also ensure that the Think Tank remains adaptive, effective, and aligned with the evolving needs of its community.

To solicit feedback from university stakeholders and TT staff, a multifaceted approach will be implemented. This will include developing comprehensive surveys to gather feedback from TT stakeholders and staff, university management, and external partners on topics such as the alignment of the think tank's work with university priorities, the quality and impact of its services and products, and opportunities for improvement and collaboration. In addition, the TT will ensure in-depth focus groups and individual interviews are held to gather qualitative feedback from TT stakeholders and staff, university stakeholders, and

external collaborators, discussing the perceived value and impact of the TT, challenges encountered in working with it, and ideas for improving its relevance and effectiveness.

7. Gender awareness and sustainability of TT

7.1. Gender awareness

INTERFACE's gender strategy is based on the following five (5) pillars:

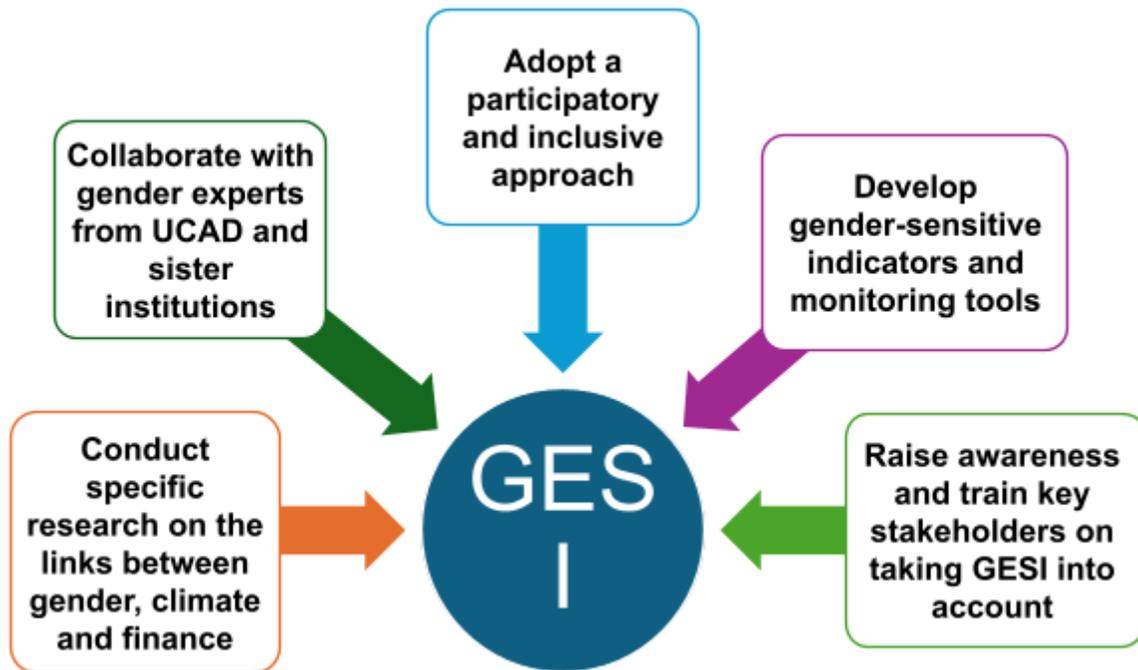


Figure 1. The pillars of the gender strategy

Conduct specific research on the links between gender, climate and finance

This includes analyzing the differentiated impacts of climate change on women and men, examining gender roles in adaptation and mitigation strategies, and assessing women's access to climate finance.

INTERFACE will integrate a gender analysis into its action research on climate finance in Senegal, taking into account the specific needs and contributions of women, men, and vulnerable groups.

Collaborate with gender experts from UCAD and Senegal

Work with researchers and organizations specializing in gender issues within UCAD and in Senegal in general to ensure that INTERFACE's research and projects incorporate a rigorous gender perspective. The existence of a multidisciplinary research group within IFAN's² Gender and Scientific Research laboratory demonstrates UCAD's commitment to gender research. INTERFACE could collaborate with this laboratory to integrate expertise in gender equality and social inclusion (GESI) into its projects, products, and services and ensure that its research and actions contribute to a better understanding and consideration of the links between gender, climate, and financing.

Adopt a participatory and inclusive approach

Involve women and men from local communities in the design, implementation and evaluation of projects related to climate action financing in Senegal.

Developing gender-sensitive indicators and monitoring tools in Senegal

Establish indicators and an internal monitoring and evaluation system that allows progress in integrating gender into INTERFACE activities and strategies to be measured.

Raise awareness and train key players

Strengthen the capacity of researchers, decision-makers, and communities on issues related to gender and climate finance.

INTERFACE will consider the importance of gender-sensitive communication in its awareness-raising and knowledge dissemination strategies on climate finance in Senegal.

A benchmarking of available tools and best practices will be conducted and made available to national and local stakeholders.

7.2. Marketing and Communication Strategy

To ensure the effectiveness and efficiency of the INTERFACE project, a marketing strategy based on the SIVA approach, marketing mix, and customer targeting has been adopted. The creation of a website will help improve the Think Tank's visibility, as well as the definition of a communication strategy. INTERFACE will participate in calls for tenders to mobilize resources to finance its activities. Partnerships with technical and financial partners and national institutions will be signed to improve the Think Tank's sources of income. The Think Tank will use Phase 1 to develop products and services, which will then be offered to stakeholders for a fee.

To increase the visibility of the Think Tank in order to achieve the set objectives, it is planned to make advertisements on social networks (LinkedIn, Facebook, X, Instagram, Tik

² <https://ifan.ucad.sn/>

Tok, WhatsApp page dedicated solely to the Think Tank) hosted by the communications manager.

7.3. Sustainability Strategy

The TT will rely primarily on paid services such as organizing training for government and non-government sectors, policy review, and research-based services. Thus, the TT will seek to sign a memorandum of understanding to formalize collaboration with institutions to seize opportunities. The TT will also seek grants from the government and other non-governmental organizations. The TT will leverage the scientific expertise of its members to respond to international calls for projects and thus generate revenue for the TT. The TT also plans to respond to collaborations when requested by institutions.

In short, INTERFACE's sustainability strategy is a holistic strategy that takes into account financial, institutional, scientific, social, and environmental dimensions. This strategy is based on the following eight (8) pillars:



Figure 2. The Pillars of Sustainability Strategy

- 1. Participatory, Inclusive and Transparent Governance:** The center will engage researchers, students, government stakeholders (including the Ministry of Environment), and civil society representatives in its governance and development processes. To ensure accountability and continuous improvement, the center will also implement an internal monitoring and evaluation system to regularly assess its activities and measure their societal impact.
- 2. Needs-Driven Action Research:** Conduct action research that directly addresses the real-world challenges faced by stakeholders in mobilizing climate finance in Senegal. This research will be rooted in local contexts, accounting for regional specificities and existing gender disparities, to ensure relevance and impact
- 3. Strengthening Internal Capacity:** Invest in continuous professional development for both researchers and administrative personnel to uphold and enhance the center’s technical and managerial expertise. This will ensure that INTERFACE remains responsive, innovative, and effective in fulfilling its mission.
- 4. Strengthening Strategic Partnerships:** Foster robust collaborations with research institutions, NGOs, government bodies, and private sector stakeholders at both national and international levels. This includes engaging with UCAD research groups—especially those focused on gender—to promote interdisciplinary work and leverage diverse expertise in addressing climate finance challenges.
- 5. Diversification of Funding Sources:** To avoid dependency and enhance financial sustainability, INTERFACE must actively pursue a diversified funding strategy. This includes securing support from multiple sources such as public institutions (e.g., the Ministry of Environment and the Ministry of Higher Education), international organizations (e.g., UNDP, World Bank, Green Climate Fund), and private sector partners committed to ecological transition. In addition, INTERFACE should proactively respond to national and international research funding opportunities and calls for proposals.
- 6. Development of Revenue-Generating Services for Financial Autonomy:** Design and deliver fee-based services such as specialized training programs, consultancy, and impact assessments focused on climate finance in Senegal to support the center’s long-term financial sustainability.
- 7. Capacity Building of Young Researchers and Preparation of the Next Generation:** Support the next generation of climate finance experts by providing mentorship,

academic supervision, and practical training opportunities for students and early-career researchers.

8. **Integration of Environmental Sustainability Principles into Interventions:** Ensure that all center activities reflect strong environmental values by adopting practices that reduce the ecological footprint and promote sustainability in operations and outreach.



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