



## **BIOFUND OPERATIONAL MANUAL**

**Version 1.0 November 2016**

## Summary

<b>I. INTRODUCTION .....</b>	<b>4</b>
<b>1. APPLICABILITY .....</b>	<b>4</b>
<b>1.1 Life and revision of the Manual .....</b>	<b>5</b>
<b>2. BIOFUND .....</b>	<b>5</b>
<b>2.1 General principles and guidelines for BIOFUND operations .....</b>	<b>5</b>
<b>2.2 Responsibilities of governance and of the managing bodies .....</b>	<b>6</b>
<b>II. SUBVENTIONS .....</b>	<b>8</b>
<b>3. TYPES OF SUBVENTION .....</b>	<b>8</b>
<b>A. STANDARD GRANTS .....</b>	<b>9</b>
<b>3.1 Selection of Projects .....</b>	<b>9</b>
<b>3.2 Communication of Results .....</b>	<b>11</b>
<b>3.3 Post Project Approval .....</b>	<b>11</b>
<b>3.4 Project Management .....</b>	<b>12</b>
<b>3.5 BIOFUND Disbursements .....</b>	<b>12</b>
<b>3.6 Planning and objectives of Planning .....</b>	<b>13</b>
<b>3.7 Implementation and Operational Flows .....</b>	<b>17</b>
<b>3.8 Reports .....</b>	<b>19</b>
<b>3.9 Monitoring .....</b>	<b>20</b>
<b>3.10. Follow-up visits .....</b>	<b>20</b>
<b>3.11. Institutional arrangement and governance .....</b>	<b>21</b>
<b>III. APPENDICES .....</b>	<b>22</b>
APPENDIX I – SELECTION MANUAL .....	22
Appendix IA – Terms of Reference for the tender .....	22
APPENDIX II – PROJECT IMPLEMENTATION MANUAL .....	22

## Acronyms

AC(s)	Conservation Area(s)
AF	Financial Assistant
ANAC	National Conservation Areas Administration
CA	Board of Directors
CTF	<i>Conservation Trust Funds</i>
BIOFUND	Foundation for the Conservation of Biodiversity
DAF	Director of Administration and Finance
DE	Executive Director
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
METT	Management Effectiveness Tracking Tool
ME	Project Execution Manual
MOP	Operational Manual
MS	Selection Manual
Mt	Meticais
NGO	Non-Governmental Organisation
NIB	Banking Identification Number
NUIT	Single Tax Identification Number
PdA	Plan of Activities
PFI	Implementation Focal Point
PP	Procurement Plan
SGF	Financial Management System
USD	US dollars

# I. INTRODUCTION

## 1. Applicability

This Operational Manual (MOP) of BIOFUND was developed with the purpose of establishing clear and precise norms and procedures within the usual management standards of Conservation Trust Funds. It includes the directives, which should be observed in managing and making operational the resources allocated by BIOFUND.

The structure of the present Operational Manual envisages two separate instruments, namely one referring to the selection of projects, the Project Selection Manual (Appendix I); and one referring to the implementation of projects, the Project Implementation Manual (Appendix II).

The Selection Manual and its appendices describe the principles, criteria and procedures for the eligibility, assessment, classification and selection of projects to be financed. The Project Implementation Manual, for its part, defines the principles, rules and procedures that are observed in financing projects and, in general, in supporting the conservation of biodiversity.

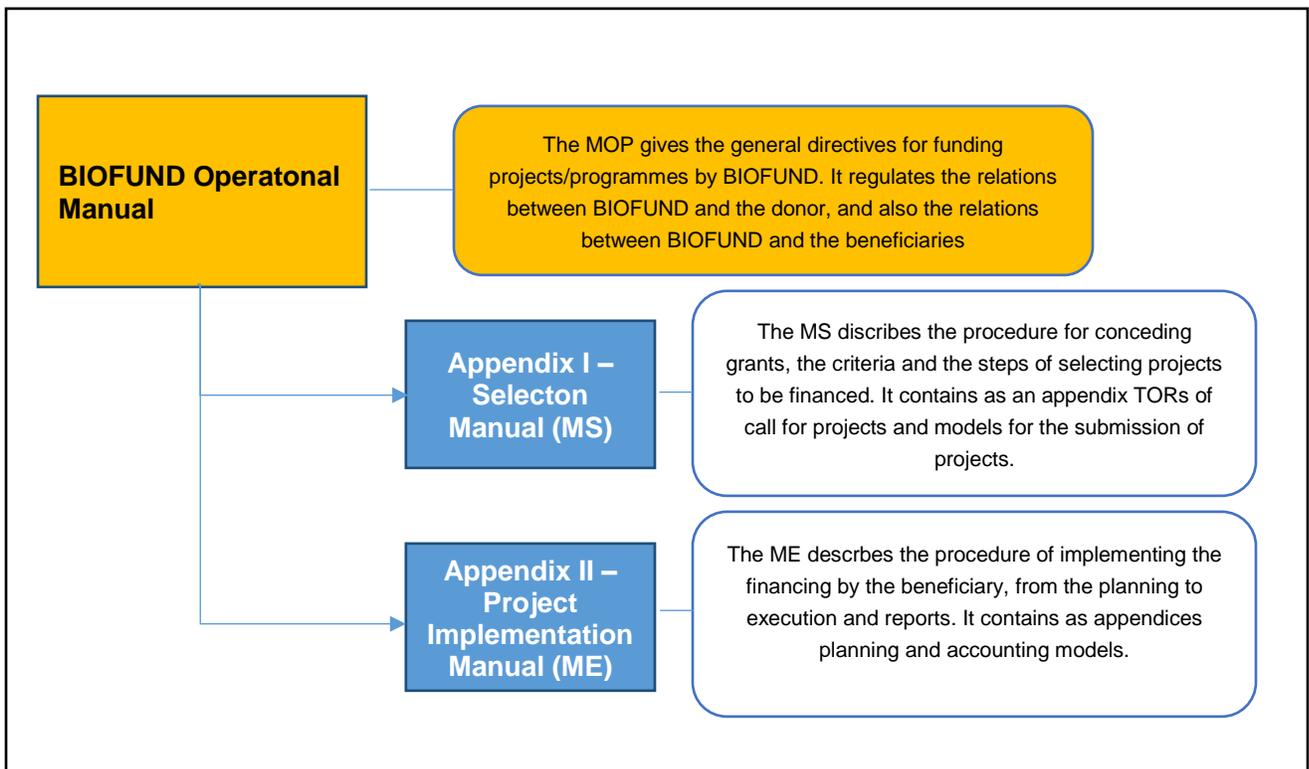


Figure 1: Logic of the document (MOP and appendices)

## **1.1 Life and revision of the Manual**

This manual, which has the objective of guaranteeing that the financing operations of BIOFUND are undertaken in an efficient, effective and transparent manner, will be updated regularly so that its quality improves continually.

The manual should be revised whenever this can make the operations it controls more efficient and transparent or to include technological, institutional, legal or political changes or any other factor deemed necessary.

Approving the revision (in whole or in part) of the manual is the responsibility of the BIOFUND Board of Directors.

## **2. BIOFUND**

BIOFUND is an environmental fund that raises, manages and channels resources in order to support the conservation of aquatic and terrestrial biodiversity and the sustainable use of natural heritage in Mozambique. BIOFUND takes as its area of focus consolidation of the national system of conservation areas, but it will also support conservation activities outside of the protected areas, in accordance with the priorities defined and identified in its strategic plan.

In the present phase, BIOFUND is mainly financing the running costs of the following activities:

- Activities which support the conservation and sustainable management of natural resources and of aquatic and terrestrial biodiversity;
- Management and development of the Conservation Areas, with priority given to financing the recurrent management costs of the conservation areas;
- Supporting subsistence activities for communities living in conservation areas and buffer zones when these activities are undertaken in harmony with the objectives of conservation and which lead to a decline in actions which degrade the environment;
- Research into biodiversity and ecological monitoring;
- Training of staff and agents of the national conservation system and other relevant sectors;
- Strengthening the awareness and participation of the interested parties in the protection and conservation of the national Conservation Areas through education and raising awareness for conservation and the value of the Conservation Areas.

### **2.1 General principles and guidelines for BIOFUND operations**

**2.1.1. Transparency** – BIOFUND subscribes to the principle of transparency, for its administration and for the financing operations.

The allocation of financing and the disbursement of funds shall be undertaken in accordance with the processes and procedures laid down in this MOP and the other regulations in use at BIOFUND or in the applicable national legislation.

Direct beneficiaries or other institutions/companies that benefit from activities undertaken by the beneficiaries of financing shall also show transparency in the use of any type of fund granted by BIOFUND.

**2.1.2. Traceability** – Each of the phases of allocating financing shall clearly define the procedures and responsibility of the body or bodies involved. Each request for financing shall receive an identification number. This number will be used to track each of the phases in the financing process.

For its part, the beneficiary shall also guarantee the traceability of the funds allocated to it.

**2.1.3. Responsibility** – BIOFUND is accountable for its activity to its domestic and foreign partners and to the public at large. The success of the Foundation depends on the trust it deserves, and so it shall always attempt to implement its funding in a transparent manner, following the established norms and in accordance with ethical principles. The General Assembly is responsible for evaluating and controlling the actions of the Board of Directors. The Board of Directors will establish the mechanisms for appealing the results of Calls for Proposals.

BIOFUND demands that its beneficiaries also follow the highest standards of ethics, and reserves the right to suspend financing whenever it is found that the norms are being deliberately disrespected, or when there is improper or otherwise unacceptable behaviour.

**2.2 Responsibilities of governance and of the managing bodies**

For the purposes of this manual, the role and responsibility of the BIOFUND Administration and of the institution’s other management bodies are as follows:

Body	Responsibility
Board of Directors	Define the strategic line and direction of the Foundation, and approve policies, manuals of procedure and regulations; Approve operational norms, internal rules and codes of conduct, as well as their alteration; Approve the various initiatives and instruments to carry out its mission and objectives; Supervise and approve the selection of projects, the definition of resources intended for them, and accompanying their implementation; Approve the capital or other type of income of the Foundation, and also the conditions under which contributions to the Foundation may be accepted;

Body	Responsibility
	<p>Approve and monitor annual work plans, budgets and reports;</p> <p>Decide on the signing of the agreements and contracts necessary to undertake the Foundation’s work, in accordance with its purposes and with the work plans and budgets, and define the limits of the authority to bind the foundation;</p> <p>Recruit the Executive Director through an open and competitive process, approve the terms of his contract, and assess his performance annually;</p> <p>Approve projects and priority initiatives for the application of funds and their respective attributes;</p> <p>Approve the Investment Policy and select professional managers to carry it out;</p> <p>Appoint and dismiss the Investment Committee, and other committees or consultative bodies;</p> <p>Appoint the external auditor and approve annually the report and accounts of the Foundation.</p>
Supervisory Board	<p>Inspect all the legal aspects, and the regularity of the administrative and financial activities of the Foundation, including the accounts and reports;</p> <p>Produce an annual opinion on the financial performance of the Foundation and its conformity with the financial and administrative procedures stipulated.</p>
Executive Director (DE) and secretariat	<p>Collect and analyse data and other information that will help the Board determine the priorities of BIOFUND financing</p> <p>Manage the process through which financing proposals are requested, received, assessed and presented to the Board of Directors, with a recommendation, for approval</p> <p>Negotiate any conditions concerning the use of the subvention funds with the beneficiaries selected and sign contracts which define the understandings agreed;</p> <p>Disburse subvention funds to the beneficiaries;</p> <p>Monitor and assess (i) the use of subvention sums to guarantee adequate use of the funds and (ii) technical progress with regard to the indicators that will help determine whether the objectives are being met or not;</p>

Body	Responsibility
	<p>Provide regular information to the Board of Directors about the technical and financial performance of the portfolio of activities financed.</p> <p>Draw up the annual report, which shows the state and performance of the activities of concession of BIOFUND subventions.</p>
Investment Committee	<p>Propose to the CA, whenever necessary, the updating of investment policy and directives and, especially, the “policy of expenditure” which envisages adequate resources for financing the activities of concession of BIOFUND subventions;</p> <p>Ensure that the Manager of BIOFUND Assets acts in accordance with the investment policy and guidelines, and in conformity with the performance reference points, so as to generate adequate income to finance the activities of granting the BIOFUND subventions;</p> <p>Provide annual information to the Board of Directors about the performance of the BIOFUND investment funds and of the sum available to finance the operations of granting subventions.</p>

The role and the responsibility of the Board of Directors and of the other BIOFUND management bodies are not limited to the descriptions in the above table, but are complemented by other documents, including the statutes of BIOFUND themselves, the bylaws, approved policies, terms of reference and manuals approved.

Projects and programmes implemented by BIOFUND may on an exceptional basis be able to establish governance arrangements and institute management rules different in some aspects, from the model enshrined in the present manual, as long as the Board of Directors approves them.

## II. SUBVENTIONS

### 3. Types of Subvention

*Standard Grants*, designed to finance the running costs of the Conservation Areas, are the regular form of channelling resources by BIOFUND.

In line with the source or origin of the resources to be channelled, BIOFUND may make other types of subvention apart from *Standard Grants*. For example, subventions that respond to emergency situations, which are oriented towards a specific theme, such as climate change, or a

geographical orientation, such as marine parks, or those that are directed specifically towards supporting a particular AC. These other types of subvention may be competitive or not.

### **A. Standard Grants**

The *Standard Grants* dealt with in this Operational Manual are BIOFUND's main form of financing, and are undertaken according to multi-year cycles approved in advance by the Board of Directors. They either use BIOFUND's own funds or are negotiated with third parties.

### **3.1 Selection of Projects**

The procedures detailed in the Selection Manual include indication on the launch of financing cycles and the definition of the factors behind the objectives of each cycle, and the criteria for eligibility and selection of the respective beneficiaries.

#### **3.1.1 Project Selection**

The Project Selection procedure described in this section, and detailed in the respective appendix, concerns the procedures applicable to the *Standard Grants* modality, designed to support the running costs of the ACs.

Selection will be based on applying 2 categories of criteria (Management Capacity and Proposal Quality). It consists of 7 separate steps, described below:

#### **Step 1 – Preparation of the Tender**

The stage of tender preparation covers assessment of the performance of the last financing cycle, and the revision and validation of the planning of the next financing cycle. The directives for the tender and the models to be followed for participating in the selection procedure shall be presented in the terms of reference to be made publicly available.

Launching the tender in each cycle is preceded by the approval, by the Board of Directors of BIOFUND, of the respective Terms of Reference and announcement, and the *no objection* of the donors of the resources to be allocated.

#### **Step 2 – Formation of the Technical Team**

The technical team shall consist of staff of BIOFUND. It is where the screening and the initial assessment of the proposals are done

#### **Step 3 – Eligibility Criteria**

As described in greater detail in the appended Selection Manual, and in the specific Terms of Reference for each tender, the technical team shall undertake a pre-assessment to establish whether a proposal can be admitted, based on elimination factors, such as being

sent beyond the deadline, or by institutions that are not eligible, in line with the Terms of reference made available.

Proposals considered admissible receive a registration number and pass on to the next stage.

#### **Step 4 – Creation of a dossier by the Technical Team and preliminary awarding of scores**

Each proposal will be included in a dossier, which includes an initial assessment of the proposals, with complementary information, which is then sent to the jury for the second stage of assessment.

#### **Step 5 – Scoring by individuals on the Jury**

The Jury, consisting of individuals invited by the BIOFUND Board of Directors, is the main body for assessing the proposals submitted.

Based on the dossier generated by the technical team, each jury member carries out their individual analysis of the quality of the proposals based on the pre-defined criteria, taking into consideration the alignment of the proposal with the Conservation Area's Management Plan and threats, the degree of compliance with the tender conditions, the budgetary coherence, the internal consistency and coherence of the document, the degree of complementarity with other sources of financing of the AC and the socio-economic contribution of the proposed project.

#### **Step 6 – Final Classification by the Jury**

Once the individual classifications have been received from each member, the jury will meet in plenary session and, based on the points obtained, weighted by information from the technical team, will give the final classification of the proposal and make its recommendations to the Board of Directors.

#### **Step 7 – Board of Directors**

The Board of Directors is the final decision making body in the selection procedure. It will base its decision on the recommendations of the jury, but may also take into consideration the need to diversify the BIOFUND portfolio in geographical and habitat terms and a balance between marine and terrestrial areas, among others. The Board decisions lead to one of the following situations:

- Project Approved;
- Project Approved with Recommendations;
- Project Approved with Conditions, and
- Project Rejected.

After publication of the minutes of the meeting of the Board of Directors, the BIOFUND Executive Directorate will call upon the proponents of the proposals approved in order to formalise grant agreements.

### **3.2 Communication of Results**

BIOFUND shall communicate the results of the tender individually to the proponents after approval by the Board of Directors. This communication shall provide details about the assessment of the proposals and shall publish the final list of projects approved.

The Projects Rejected shall be informed of the reasons for rejection, in order to improve their performance in subsequent selection procedures. After the decision of the BIOFUND Board of Directors, there is no appeal.

The assessment of each proposal shall not be shared with all the proponents. Each proponent will only have access to its own score.

### **3.3 Post Project Approval**

Once the Conservation Areas that will receive support from BIOFUND have been selected, work with the beneficiaries begins, in order to improve the quality of the proposals as well as the procedures to be observed in implementing each project.

#### **3.3.1 Grant Agreement**

Once the adjustments of the activity plan and budget have been finalized, BIOFUND and the beneficiary Conservation Areas sign a grant agreement. In the event that the beneficiary does not have independent legal status, the agreement shall be signed with the body that supervises the beneficiary.

As from the signature of the agreement, the proposal will be designated "project", with a specific code.

To attest to their legal and financial suitability, and to allow formalisation of the agreement, for implementation of the resources managed by BIOFUND, the beneficiaries shall present an original, or notarized copy where needed, of the following documents:

- a. Decree setting up the Conservation Area (Approval by the competent body) and published in the official gazette ("Boletim da República");
- b. Dispatch appointing the Administrator of the Conservation Area and the various members of the management in office;
- c. Single Tax Identification Number - NUIT

### **3.4 Project Management**

The cycle of Project Management begins with the opening of a Project Account (a specific account for handling the project's resources). Management of the Projects is governed by clearly defined rules and principles, to be followed by the Beneficiaries, notably:

- a. To provide all the documentation needed to formalise their relationship with BIOFUND, including that of opening the Project Account;
- b. To use the resources exclusively for the purposes laid down in the Plan of Activities (PdA) and Project Document;
- c. To follow strictly the conditions for purchases, hiring and payments laid down in the BIOFUND Manual of Administrative and Financial Procedures.
- d. To use the goods acquired solely in accordance with the purposes established in the Project Document;
- e. To use the resources allocated only for paying eligible expenses.
- f. To operate the Project Account in accordance with the terms of the Project Implementation Manual (Appendix II of the BIOFUND MOP);
- g. To pay for expenses exclusively during the period of duration of the agreement and in the fiscal year of the Project Calendar;
- h. Not to use project resources to pay fines, interest and other penalties caused by failure to comply with established deadlines;
- i. To guarantee that all use of resources is justified by adequate documentation, in accordance with usual accounting practices and to keep this documentation archived for at least 5 (five) years after the signing of the Closing Term of the Project;

#### **3.4.1 Opening of the Project Account**

As described in the appended Project Implementation Manual, the BIOFUND disbursements of the resources programmed in the Project are conditional on opening a specific bank account, designated the Project Account, after the signing of the agreement.

The Project Account is the bank account opened by the Organisation Responsible for the Project and operated by it, and it shall be used exclusively for paying expenses envisaged in the Project Document and in the approved Plan of Activities (PdA) in accordance with the models made available (Implementation Manual).

The Project Account shall be opened obligatorily in the name of the Person Legally Responsible for the Project. It shall be opened in the bank/banking agency existing in the district or recommended by BIOFUND, with the purpose of facilitating procedures and minimising transaction costs.

### **3.5 BIOFUND Disbursements**

#### **3.5.1 General Conditions of Access**

BIOFUND shall make disbursements to the Project Account based on the provision of accounts after analysis and approval. The first disbursement shall be an advance payment corresponding to 25% of the annual value of the project. A requirement for the first disbursement is to show that there is a zero balance on the project account.

Each month the advance account shall be replenished according to the expenditures justified and approved by BIOFUND.

Before the first disbursement is made, it will be necessary to inform the BIOFUND Executive Directorate in writing of the following:

Complete data on the Project Account:

- a. Name of the account;
- b. Name of the bank;
- c. NIB (Banking Identification Number) of the account;
- d. Number of the current account.

Data on the account holder and the person(s) responsible for operating the account, including a specimen of their signature.

Regularly, and according to the agreed calendar, BIOFUND shall be given access to the bank statements and other information referring to the movements of this account.

### **3.6 Planning and objectives of Planning**

The planning procedure provides guarantees to BIOFUND on: the predictability of actions to be undertaken in compliance with the specific project of each Conservation Area the strengthening of its knowledge of the Conservation Areas; knowledge of the challenges faced by the managers of the Conservation Areas; identification of the financing priorities of the Conservation Areas; The generation of information so that the BIOFUND Board of Directors can take decisions; and assessment of the effective capacity of the managers of the Conservation Areas.

The appended implementation manual provides the necessary detail on the procedure and on the key questions for planning.

#### **3.6.1 Stages of planning**

The financial ceilings of the annual planning procedure will be established by the BIOFUND Board of Directors, based on which the Activity Plans (PdAs) will be drawn up.

The PdAs shall be submitted to assessment by the BIOFUND Secretariat, in order to check the pertinence of each input in relation to the activities proposed for that implementing body and their consistency with the targets laid down in the project and the funding available. When

approved, the PdAs will be sent to the National Administration of the Conservation Areas (ANAC) for its information, via its focal point.

So that the PdAs may be available for implementation at the start of each calendar year, the following calendar of activities shall be complied with:

<b>Stage</b>	<b>Planning Stages</b>	<b>Deadline* (current year)</b>	<b>Responsible for the action</b>
1	Meeting – approval of the budgetary ceilings for the following year	August	<b>Board of Directors</b>
2	Divulging the approved budgetary ceilings	September	<b>Secretariat</b>
3	Drafting the Plan of Activities (PdA) of the ACs and sending it for approval	November	<b>ACs</b>
4	Approval and consolidation of the Plans of Activities – PdAs	November	<b>Board of Directors</b>
5	Drafting the Plan of Acquisitions – PP	December	<b>Secretariat</b>
6	Making available the Plan of Activities (PdA) for implementation	December	<b>Secretariat</b>
7	Holding capacity building seminars with ACs for operational procedures and for implementation of the Plan of Activities (PdA)	January/ February	<b>Secretariat</b>

\*These deadlines may be altered, depending on the situation, as long as the Board of Directors approves the changes.

### **3.6.2 Planning in the Financial Management System (SGF)**

The Financial Management System (SGF) is a process with mechanisms that allow the registration, processing and organisation of accounting and assets data, in order to produce useful financial information. It should reflect the needs of the organisation and be designed to provide the financial information required by all the interested parties.

Thus, the SGF has, as its main objective, to support the management of the Foundation in its distribution of resources with a view to economy, efficiency and effectiveness in the provision of the services necessary to attain the desired objectives.

The SGF covers planning, budgeting, disbursements, accounts, internal control, procurement, reporting, auditing and performance assessment of the organisation, and its main objective is the efficient and rational management of resources.

#### **3.6.2.1 Eligible expenses**

Eligible expenses are those that can receive financial support from BIOFUND and are envisaged in the approved budgets of the Projects and are made within its life span. Payment of these expenses shall be made in accordance with the Project Implementation Manual (appendix II) and are duly accompanied by documentation supporting the expenditure. The general conditions for making purchases and hiring services are:

- a. Price, quality and characteristics of the goods and services to be acquired;
- b. Possibility of negotiating prices, and the offer of discounts;
- c. Availability of spare parts and maintenance services;
- d. Technical and supply capacity of the service providers;

This definition of eligible expenses may vary according to the type of project (according to conditions negotiated with the donor) and this will be reflected in the respective grant notifications and agreements.

For *Standard Grants*, the disbursements of resources will be suspended and it will be compulsory to return the resources already disbursed in the event of negligence or misconduct of the person in charge of the project during its implementation.

For the resources operated with the rules of this Manual, the eligible expenses, described in greater detail in the Project Implementation Manual, concern:

Travel on service missions (accommodation); Maintenance/repair of buildings; semi-durable goods; third party services; administrative costs, among others.

For the resources operated with the rules of this Manual, non-eligible expenditure, described in greater detail in the Project Implementation Manual, are, among others:

Items of personal use; alcoholic drinks; construction of infrastructure; acquisition of durable goods (e.g. vehicles); cigarettes, cigars and the like; firearms; wages, charges and benefits.

Expenditure regarded as non-eligible in the analysis of accounts and audits promoted by BIOFUND and its donors shall be cancelled from the Projects. Covering their costs and other responsibilities arising from this expenditure is the sole and exclusive responsibility of the Project managers and the leaders of the institutions.

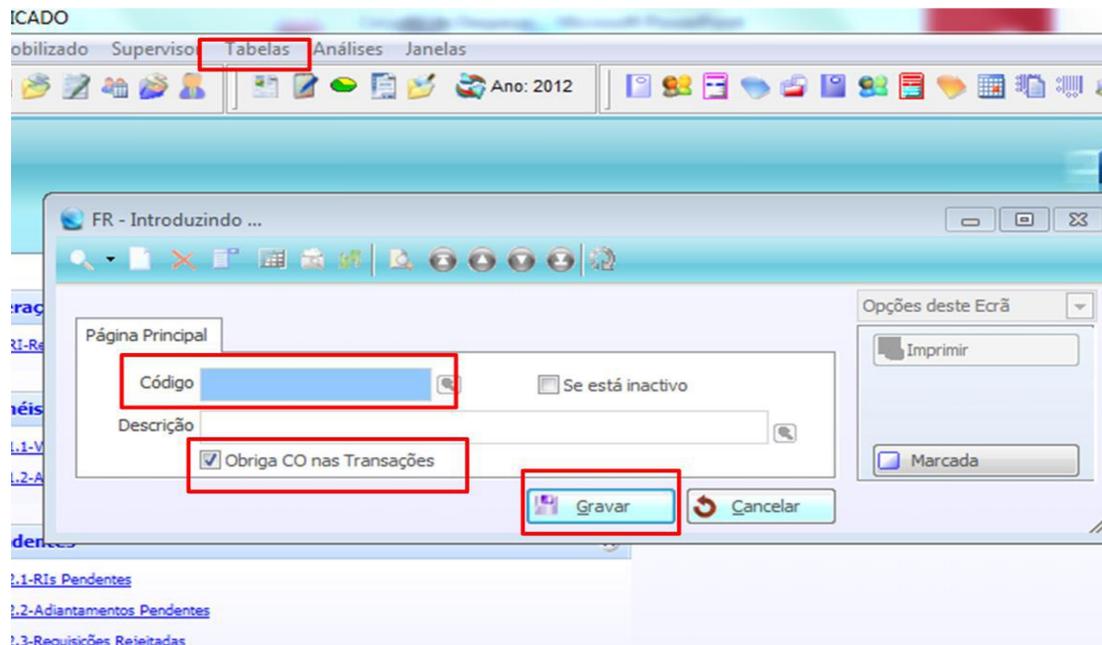
### **3.6.2.2 Drawing up the budget of the Projects in the SGF**

To draw up the budget, all the relevant sources of income for the Project in question must be defined. The Plan of Activities indicates the actions to be undertaken during the period of reference (normally one year) and the resources to be used for this purpose. The Plan and the budget shall be drawn up jointly and simultaneously, since they are interdependent. The amount of resources available constrains the degree of possible implementation of the plans. The physical and financial calendar forms an integral part of the Plan of Activities.

### 3.6.2.3 Creation of the Budget in the SGF System

To begin introducing the budget into the SGF it is necessary to input the project, the source of the resource, the financing body, the budgetary codes and the activities.

The window below shows how the project and the source of resources should be input into the financial management system in use in BIOFUND.



### **3.7 Implementation and Operational Flows**

The stage of Project implementation begins after consolidation of the Plan of Activities, with inserting the financial information from the PdAs into the BIOFUND (SGF) computerised system, thus allowing the start of requests for resources by the beneficiaries.

When the forecast includes the acquisition of eligible goods and services to maintain buildings, perform consultancies and other services, these should be submitted in advance to BIOFUND, which will develop the Procurement Plan (PP).

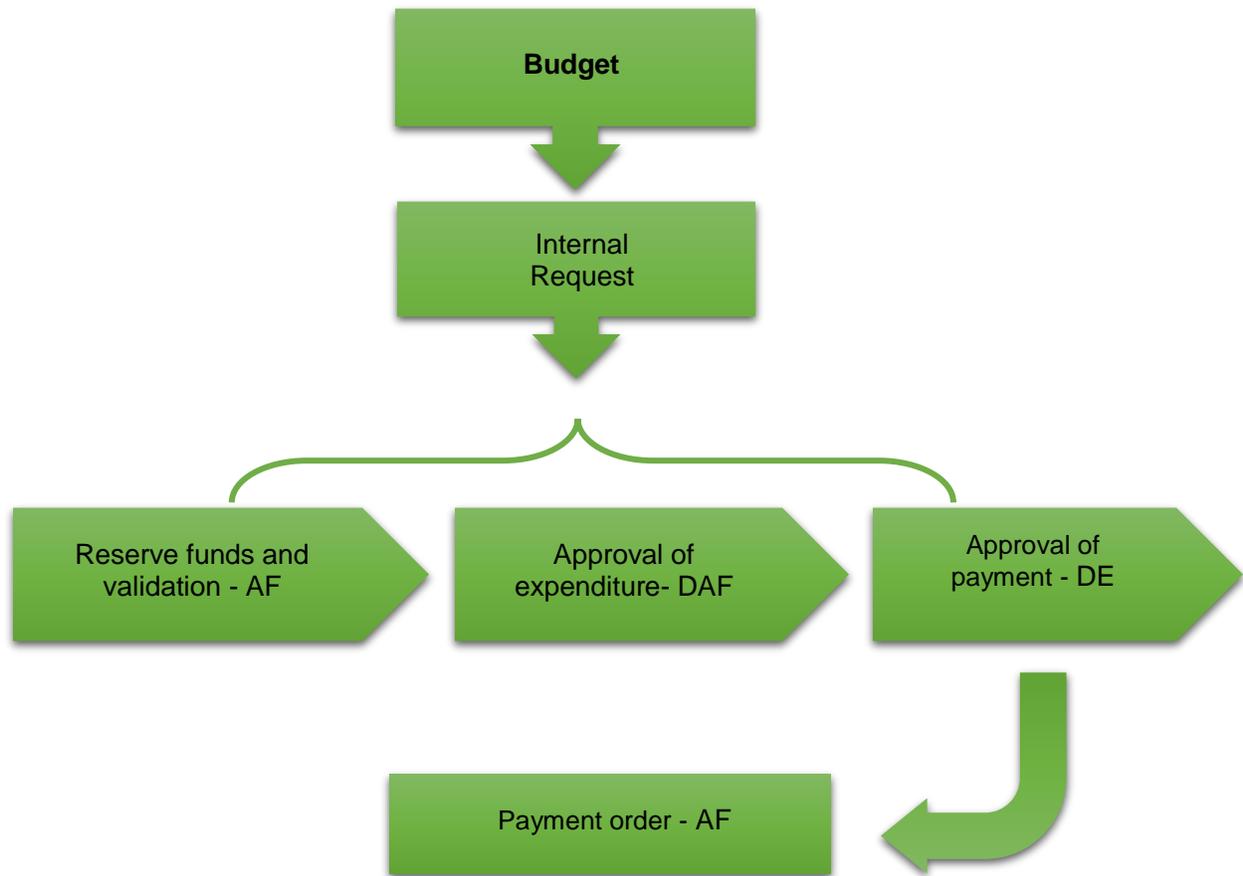
The requests shall come from the Focal Point of the Conservation Area, and it is the responsibility of each Conservation Area to keep information about the replacement or cancellation of service providers and their collaborators updated, through official communication to BIOFUND.

Should the need be found to adjust the request of a particular Conservation Area, the AC should send a request for re-allocation of funds to the Executive Directorate of BIOFUND, with the necessary justification.

The purchases and hiring shall comply with the sum envisaged in the PdA, and where the real value does not increase by more than 10%, the AC may undertake the purchase/hiring without the need to ask for authorisation. When the quotation exceeds this percentage, the AC shall request a redistribution (from amongst the items on the PdA) from the Executive Directorate of BIOFUND.

#### **3.7.1 Implementation of expenditure in the SGF Financial Management System**

To implement the budget in the SGF it is necessary to input project budgets, and implementation is undertaken as shown below.





### **3.9 Monitoring**

It is the responsibility of BIOFUND, via its Executive Directorate, to coordinate the monitoring and assessment of Projects. To this end, BIOFUND will use the following procedure to achieve effective planning:

- a. Promote Consultative Councils, dialogues, seminars and workshops to discuss and share ideas;
- b. Visit priority Conservation Areas and promote discussions concerning the priority demands with various stakeholders;
- c. Contact donors, harmonising investments and identifying financing gaps;
- d. Seek a collaborative approach, by promoting individual partnerships and strengthening work in networks;

In monitoring, the following activities are considered:

- e. Analyse the Project Results Report and check compatibility with the Project Document;
- f. Analyse the Physical and Financial follow-up reports and check compatibility with the Project Document;
- g. Make follow-up visits, with or without the support of external and independent consultants and/or members of the Board of Directors, at intervals to be defined in the grant agreements, and draw up the report on the follow-up visits;
- h. Analyse the difficulties faced by the executors and support them in finding solutions;
- i. Analyse and issue a Final Opinion on the implementation of the project, and send it to the Organisation Responsible for the Project, after review and approval by the Board of Directors;
- j. Analyse the financial data of the project included in the Physical and Financial follow-up reports to see whether they are coherent with the activities undertaken by the project;
- k. Systematise the lessons learnt and publicise them.

The technical monitoring of the management of the area will use official documents such as the METT developed periodically by ANAC, as well as other tools formally adopted by the body or by the donors.

### **3.10. Follow-up visits**

BIOFUND envisages regular visits to the projects to follow the implementation of activities, to discuss the main problems faced by the project and give support in seeking solutions. These visits may be accompanied by outside consultants hired by BIOFUND, by members of the BIOFUND bodies and by the donors.

The agenda of the visits shall be agreed between the Executive Directorate of BIOFUND and the Implementation Focal Point (PFI). Their frequency is established in the project monitoring plan. During the visits, the following shall be analysed:

1. All the project documentation, especially the accounting documents;

2. Progress in implementing activities;
3. The opinion of the public who benefit from the project;
4. The main difficulties found and the solutions proposed;
5. The main successes of the project.

In the follow-up visits, BIOFUND shall:

- a. Check the documentation archive held by the Organisation Responsible for the Project;
- b. Encourage self-monitoring and internal accountability meetings;
- c. Check whether the expenses made but not envisaged in the Project Document and Plan of Activities (PdA) were duly authorised;
- d. Examine whether the financial reports are supported by documents that are acceptable in fiscal and accounting terms such as: receipts, invoices, debit notes, among others;
- e. Locate the goods acquired with the project's resources and the respective reception notes;
- f. Check the purchasing and hiring procedures.

The following aspects of the project shall be stressed for verification;

- g. The activities listed in the documents sent to BIOFUND, or some of their results and effects;
- h. The degree of interaction of the project with the other actions undertaken by the implementing partners and which complement it to obtain the results envisaged in the Project Document.

The person in charge of the Project shall:

- i. Provide the Executive Directorate of BIOFUND with the information and clarifications requested referring to following and controlling Project implementation;
- j. Support the Planning and the follow-up visit by the BIOFUND Executive Directorate, and facilitate access to the information and documents related to implementation;
- l. Attend to the auditors and consultants accredited and appointed by BIOFUND;
- m. Draw up and deliver the Project Results Reports, the Physical and Financial follow-up reports of the Project and the Final Project Report, within the deadlines laid down

Without prejudice to the use of other tools, BIOFUND shall undertake project monitoring and assessment through:

- Follow-up Visits;
- Reports;
- Exchange of experiences between the implementers.

### **3.11. Institutional arrangement and governance**

For the modality of *Standard Grants*, the management and governance of the projects will be integrated into the regular activities of BIOFUND. It is envisaged that a Coordinating Council of the Project will meet once a year, to analyse the results and correct possible gaps, for specific training when necessary, discussion of implementation strategies and consolidating material for an annual report, submitted to the Board of Directors of BIOFUND.

This Coordinating Council of the Project will consist of:

- BIOFUND Secretariat
- Beneficiary ACs
- Representative of ANAC
- Representatives of the financing agencies.

### ***B. Other types of grant***

In addition to the standard grants, other types of grant are also envisaged, which require a different type of procedure and rules. These procedures will be detailed and added to the appendices of this manual, according to the concrete specificities of each financing agreement.

## **III. APPENDICES**

### **Appendix I – Selection Manual**

Appendix IA – Terms of Reference for the tender

### **Appendix II – Project Implementation Manual**