

**biofund**

Fundação para a Conservação da Biodiversidade

# STRATEGIC PLAN 2018-2022

JUNE 2018

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## INTRODUCTION

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Thinking and acting strategically assumes a permanent dialogue with the realities in which institutions are immersed. It is as a result of this understanding that BIOFUND proposes to revisit, refine and update its Strategic Plan from 2013-2017.

The Strategic Plan 2013-2017 was constructed taking into account the phases of the institutional development of BIOFUND, namely the Internal Organization Phase, the Pilot Phase and the Phase of Full Operation – which defined a route for the structuring and functioning of the organization, leading to compliance with its institutional mission.

The current exercise of refining the BIOFUND strategy is part of a continual process of strategic management, where experiences gained in planning, execution and assessment assist in strategic learning. This exercise has a direct impact on the likelihood of BIOFUND complying with its mission and delivering the results that the conservation of biodiversity in Mozambique needs.

The reflection undertaken combined the assessments of the Strategic Plan 2013-2017, the performance of BIOFUND as an institution, the main results of the “*Abelha*” and “*MozBio*” projects, the directions presented by MITADER in the National Biodiversity Strategy and Action Plan for Mozambique – NBSAP (2015-2035), with the perception of the main stakeholders in order to test the strategic hypotheses previously elaborated.

As a result, adjustments are being made in the basic structure of the Strategic Plan 2013-2017, at the level of Vision, Mission and Values.

The Plan includes some additional aspects that were not taken in consideration before. The first of these is a renewed emphasis on climate change, as indeed Mozambique is one of the most vulnerable countries in the world to climate change impacts. Second is the need to seek synergies with partners (public, private, national or international) and relevant initiatives for the preservation, valorization and conservation of biodiversity.

The goals set herein for financing imply a greater effort in fund-raising, for both the endowment as well as for specific funding for projects in the form of sinking funds.

The structure of the three Strategic Objectives – re-designated as Strategic Pillars – has been kept, but the description has been altered to express their content more clearly. Institutional indicators were tied to each of these pillars, and targets were then set for these indicators within the timeframe of this new Strategic Plan (2018-2022).

# GLOBAL PANORAMA OF BIODIVERSITY, THE GOVERNMENT'S FIVE YEAR PLAN AND THE NBSAP 2015-2035 OF MOZAMBIQUE

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The Global Panorama of Biodiversity 4 (GBO 4), edited by the Secretariat of the Convention on Biological Diversity (CBD), found that the intended results for reducing the loss of biodiversity on the planet have not been achieved globally.

According to most of the systematic indicators, despite the increase in efforts, the state of biodiversity conservation on the planet is in decline, principally because the pressures on biodiversity are continuing to grow, and many of the high biodiversity areas remain outside the formally declared protected areas.

The lessons arising from following the results and their critical analysis have made possible the recognition of the structural or underlying causes leading to the pressures that are affecting and driving the loss of biodiversity, such as demographic changes, patterns of consumption, economic activities and other drivers that impact on the use of resources by society.

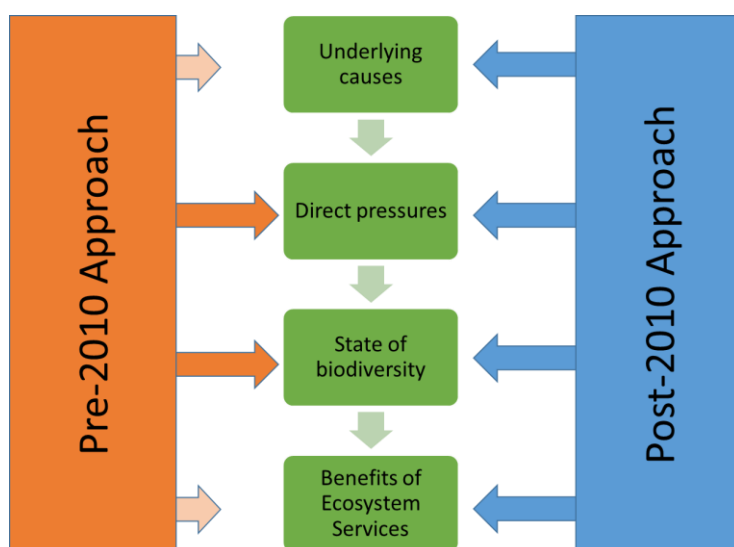


Figure 1: New approach proposed by the CBD for the conservation of biodiversity

The underlying causes of the loss of biodiversity have not, so far, been broached in a structured and specific manner, nor have there been any actions intentionally directed towards ensuring that society will continue to receive the benefits of ecosystem services in the long term.

Data from the Global Panorama of Biodiversity showed that few countries have been able to integrate fully the biodiversity conservation targets into their national strategies. The data show that more than 80% of them admit that the limited mainstreaming of biodiversity, fragmented decision taking and/or insufficient communication between the

ministries or sectors are important challenges in complying with the objectives of the CBD.

The Mozambican Government's Five Year Plan (PQG 2015-2019) has as one of its 5 priorities "Ensure the Sustainable and Transparent Management of Natural Resources and of the Environment". Among the strategic objectives of the PQG is "guarantee the inclusion of the Green-Blue Economy and of the green growth agenda in the national development priorities, ensuring the conservation of ecosystems, biodiversity and the sustainable use of natural resources". This objective includes a wide range of actions for the conservation of biodiversity.

Drawing up the National Biodiversity Strategy and Action Plan for Mozambique – NBSAP (2015-2035), which derives from the Government's Five Year Plan, was based on the approach proposed by the CBD (to which Mozambique has been a party since 1995), on the lessons obtained from implementation of the previous strategy (2003-2010), and on a methodology that involved gathering information nationally along with public consultations to adjust and validate the strategic objectives and national targets.

The NBSAP 2015-2035 presented a new strategic orientation in comparison with the 2003-2010 context, seeking to reverse the current trend of loss and degradation of biodiversity in Mozambique. The Mozambican strategy is based on a long term vision (20 years) and on a mission designed to respond to the challenge of guaranteeing that the conservation and the benefits from the sustainable use of biodiversity contribute effectively to the development of the country, eradicating poverty.

The future vision of Mozambique in the NBSAP for the conservation of biodiversity is: "In 2035, the ecological, socio-economic and cultural value of biodiversity in Mozambique will contribute directly to improving the quality of life of Mozambicans, derived from its integrated management, conservation and fair and equitable use".

The mission defined in this strategy was: **"Guarantee the conservation of biodiversity through the integration, training, financing and strengthening of partnerships between the different sectors of society".**

An important role is allotted to BIOFUND – namely in fundraising and contributing to financing the conservation areas system – to make the Government's strategy viable. Implementation of the strategy is the responsibility of the National Administration of Conservation Areas (ANAC). BIOFUND's role is also recognized in awareness raising, knowledge dissemination, developing innovative financing mechanisms, enhancing CA capacity, and support to basic applied research for the CA system.

This is the strategic context in which BIOFUND, a not-for-profit private institution with public utility status, is seeking to update its strategic direction in a manner that is aligned to global challenges and the national strategy.

# BIOFUND STRATEGIC PLAN – 2018 to 2022

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## BIOFUND mission, vision and values

The mission and vision of BIOFUND reflect and communicate the strategic direction assumed by the institution.

### Mission of BIOFUND

**Sustainable financing of the conservation of biodiversity, with a particular focus on the national system of conservation areas, as a contribution to the balanced development of the country.**

The institution's mission makes explicit the fundamental goal of BIOFUND, its purpose, its raison d'être. Resulting from its gestation and creation, the mission strengthens BIOFUND's identity and contributes to putting into practice the original idea behind its creation.

The mission stresses the main purpose of BIOFUND – the sustainable financing of conservation. It maintains the original goal of supporting the Mozambican CAs and indicates the challenge of the intended impact, that of reconciling the development of the country with the conservation of its biodiversity.

### Vision of BIOFUND

**To be the preferential mechanism for financing the conservation of biodiversity in Mozambique.**

The vision statement creates a relevant and audacious strategic challenge.

The vision implies that BIOFUND is making an effort to attain a relevant position in the environment of Mozambican conservation, requiring that the development of its skills for the sustainable financing of conservation be recognized by the main stakeholders.

## Values of BIOFUND

- **Professionalism:** *commitment and competence in the sustainable financing of conservation;*
- **Efficiency:** *make the best use of the resources and maximise the results and impacts of its activity;*
- **Transparency:** *publicity for the way it operates and its results, so as to generate the involvement of society and trustworthiness among the actors in conservation;*
- **Inclusion:** *open and unbiased stance towards the public and private sectors and with all the realities of Mozambican society leading to the integration of efforts for the conservation of biodiversity.*

## STRATEGIC PILLARS

The series of results represented by the Strategic Pillars of BIOFUND have the role of guiding the main decisions and focusing the institutional performance.

### ***Mission:***

Sustainable financing of the conservation of biodiversity, with a particular focus on the national system of conservation areas, as a contribution to the balanced development of the country.

### ***Vision:***

To be the preferred mechanism for financing biodiversity conservation in Mozambique.

### ***Strategic Pillar 1***

**CONSOLIDATE  
BIOFUND**

### ***Strategic Pillar 2***

**FINANCING  
CONSERVATION**

### ***Strategic Pillar 3***

**CREATE AN  
ENABLING  
ENVIRONMENT**

### ***Values:***

***Professionalism   Efficiency   Transparency   Inclusion***

Figure 2: Strategic Pillars of BIOFUND

## Strategic Pillar 1: CONSOLIDATE BIOFUND

### Make BIOFUND an effective and efficient institution in the financing of conservation

This strategic pillar – Consolidate BIOFUND – focuses on the fact that the institution must have the capacity to guarantee a regular flow of financial resources to the national system of conservation areas.

The consolidation of BIOFUND was one of the main foci of attention and resource allocation since its creation, resulting in a capacity to receive a significant volume of endowment funds, sinking funds as well as resources for the direct implementation of projects. Endowment funds are to be focused on meeting the recurrent needs of the protected area network, sinking funds shall be used predominantly to make substantive material improvements to PAs, while special projects implemented directly by the Foundation are focused on critical issues such as developing new financial mechanisms, and improving the enabling environment for conservation in the country.

Despite the considerable advances made in its consolidation so far, BIOFUND will still need to continue building institutional sustainability in this strategic cycle, as it expands the volume of its capital and the yields from its funds, while developing new financial mechanisms to strengthen its operational capacity and obtain political and social support to be even more recognized. Therefore, this strategic cycle will include the structuring and launching of a fundraising strategy to take our message to the selected potential contributors.

To direct the performance of BIOFUND, four indicators have been selected for Strategic Pillar 1, for which targets were defined in the strategic planning horizon, as set out in the table below:

Pillar Indicators	Historic Line				Targets				
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Cumulative value of the endowment (Millions of USD)	10.6	14.4	21.2	24.7	33	37	38	43	50
Annual volume of sinking funds raised (Millions of USD)	0	0	2.2	3	1	10	5	2	2
Annual volume of resources raised for direct implementation of projects (Millions of USD)	0	0.2	1.1	0.7	0.3	0.3	0.3	0.3	0.3
Evolution of Institutional Capacity of BIOFUND	46%	57%	69%	76%	78%	80%	82%	84%	85%

Strategic Pillar 1 is made operational through five Objectives for which the importance, expected results, typical actions and indicators are as follows.



Objectives	Importance	Outcome expected	Typical Actions	Indicators
1.1. Mobilise financial resources, including the exploration of innovative mechanisms	Mobilize resources necessary to achieve the mission of the institution	Substantial increase in the capacity to finance conservation in the country	<ul style="list-style-type: none"> <li>• Increase the contributions of current and new donors to the endowment;</li> <li>• Develop new projects for sinking funds;</li> <li>• Continue to develop the concept of biodiversity offsets in Mozambique and explore partnerships and synergies;</li> <li>• Investigate the possible role of BIOFUND in channeling funds from REDD+, climate change and others, particularly those destined to conservation areas.</li> <li>• Investigate the possibility to address international wealth funds, charity funds, lotteries (Dutch postcode lottery, German postcode lottery etc.) and wealthy people</li> </ul>	<ul style="list-style-type: none"> <li>• No. and kind of sources of financing</li> <li>• Evolution of amounts of financing</li> </ul>
1.2. Ensure the sustainability of the institution	Guarantee a volume of projects and a use of the endowment revenues which ensures all the basic functions of the institution	Institution with the capacity to carry out its mission	<ul style="list-style-type: none"> <li>• Manage the resources of the endowment with responsibility and transparency, to maintain or increase (inflation adjusted) the volume of the endowment fund;</li> <li>• Optimize the returns on the endowment;</li> <li>• Update the Business Plan regularly;</li> <li>• Develop pipeline tool so as to ensure follow-up and forecasts of the coverage of basic costs;</li> <li>• Guarantee an adequate contribution of sinking funds and projects to the costs of the institution</li> </ul>	<ul style="list-style-type: none"> <li>• Annual return on the endowment</li> </ul>
1.3. Strengthen the team in the key skills for achieving results	Develop the human capital of BIOFUND	Competent team in line with the challenges	<ul style="list-style-type: none"> <li>• Develop leadership;</li> <li>• To design the team on the basis of the Business Plan and the process mapping results;</li> <li>• Define the professional profiles and allocate/select talents;</li> </ul>	<ul style="list-style-type: none"> <li>• % Evolution of BIOFUND's institutional capacity– Dimensions Leadership and human resources</li> </ul>

			<ul style="list-style-type: none"> <li>• Develop the competence (knowledge, skill and attitude) of the team oriented towards results;</li> <li>• Ensure the integration of principles, policies and best practices on social and environmental engagement in the program and strategies of BIOFUND, creating capacity in its staff and beneficiaries to deliver conservation impacts more fairly and effectively</li> <li>• Develop effect tools and systems to permit monitoring the progress and integration of women and youth in our programs</li> </ul>	
1.4.Guarantee efficient and effective processes	Refine the operational model	Operational model of BIOFUND adequate to the challenges	<ul style="list-style-type: none"> <li>• Model the value chain of BIOFUND in accordance with the strategy defined;</li> <li>• Map and model the critical processes for implementing the strategy;</li> <li>• Update the Operational and Administrative Manuals</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity of disbursements</li> <li>• Average time between provision of accounts and the replenishment of funds</li> </ul>
1.5.Guarantee the visibility of BIOFUND and the outcomes of its programs	Communicate clearly and unequivocally the outcomes and the strategic proposal of BIOFUND for all the relevant publics	Become known as a relevant actor in the conservation environment	<ul style="list-style-type: none"> <li>• Build a communications strategy;</li> <li>• Implement the communications strategy;</li> <li>• Monitor the perception of the main public about the activity and outcomes of BIOFUND;</li> <li>• Promote strategic partnerships and engage in an inclusive manner the diverse actors in our biodiversity initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of times the BIOFUND website and social networks are accessed</li> <li>• Perception (biannual survey) of the conservation community</li> </ul>

## Strategic Pillar 2: FINANCE CONSERVATION

### Financing conservation, with a focuses on the National System of Conservation Areas

This pillar is the “core business” of BIOFUND. For the foreseeable future, the conservation of biodiversity in Mozambique will require the allocation of complementary financial resources to the budget made available by the government.

The first Strategic Plan chose as the strategic “niche” of BIOFUND support for financing the non-salary operating costs of the national parks and reserves, where BIOFUND complements the action of the state (wages) and of other donors (investments). This is a component that will need constant support over many years. It is an important function that can only be complied with through good management of the endowment. The BIOFUND strategy is to act as a long term partner of the government in supporting this type of expenditure, as long as there is acceptable financial performance on the part of the beneficiaries. As the endowment grows, the reach of this type of support should be able to contribute more significantly to cover the financial gap in the running costs of the national park systems.

To date, BIOFUND has focused exclusively on the National Parks and Reserves, and within this group on those with the highest capacity for execution in administrative and financial terms. Under the time horizon of the new strategic plan, support will be widened beyond this category to other categories of Conservation Area to the extent that this is financially possible. With regard to the administratively weaker CAs, approaches will be developed together with ANAC to permit disbursements to those areas via the improvement of capacity.

At the same time, BIOFUND recognizes that the conservation areas have equally important needs that go beyond the non-wage running costs. Equipment, small infrastructures and even human resources are also insufficient in most of the CAs. BIOFUND will therefore look for additional funding in the form of sinking funds to meet these needs. BIOFUND, by its nature and form of operating, is particularly suited to channeling this type of support in an appropriate manner, in accordance with the real implementation capacity of each CA. The implementation capacity of BIOFUND must also be structured to effectively and efficiently deliver this additional support, with the costs of this covered by the projects involved.

Finally, BIOFUND recognizes that the wealth of the country's biodiversity is not limited to the conservation areas. While this is not the main focus of the Foundation, BIOFUND may also support eco-systems with high biodiversity value that are not well represented in the National System of Conservation Areas (e.g. high degree of endemism, populated with red list species, biodiversity hot spots, both terrestrial and marine).

BIOFUND's financing will also endeavour to take into account the probable future impacts of climate change, ensuring that initiatives supported are as climate proof as possible in terms of ecosystem services and connectivity, promoting the concepts of both resilience and climate adaptation and mitigation in our beneficiaries.

An activity of major importance in complying with this Pillar is monitoring performance and assessing impacts, with a focus on process impacts that can be directly attributed to our interventions, but also looking periodically at biodiversity impact indicators, together

with the other major involved parties. For this, the Foundation will develop and implement a harmonized system of indicators for its projects and programs, in a manner coordinated with other monitoring systems in the country.

To direct the activity of BIOFUND in Strategic Pillar 2, two indicators were selected, for which targets were defined within the strategic planning horizon as shown in the table below.

Pillar indicators	Historic line				Targets				
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Annual volume of grants disbursed (Millions of Meticaís)	0	0	9,1	66	163	108	297	297	300
Percentage of Parks and Reserves benefitting annually	0	0	5%	47%	53%	53%	58%	58%	58%

Strategic Pillar 2 is made operational through three Objectives for which the importance, expected results, typical actions and indicators are as follows.

Objectives	Importance	Outcomes expected	Typical Actions	Indicators
2.1 Increase the volume and the coverage of the resources for the conservation areas	Comply with its mission by responding to conservation expectations and needs, particularly in the neediest conservation areas	Greater number of CAs supported in their main needs	<ul style="list-style-type: none"> <li>• Improve competence for implementing projects;</li> <li>• Develop new and diversified support programs in line with the needs and priorities of the Management Plans of the CAs;</li> <li>• Find ways of supporting and accompanying beneficiaries with limited administrative capacity;</li> <li>• Leverage human and technical capacity as a relevant component to improve the management of the conservation areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CA beneficiaries;</li> <li>• Number of disbursement projects, by type of project</li> </ul>
2.2 Contribute to the establishment of a system of integrated project management and its continual monitoring and assessment	Develop the capacity of the projects and CAs supported to convert resources disbursed into effective conservation results	CAs supported with improved competence and capacity	<ul style="list-style-type: none"> <li>• Monitor the effectiveness of the management of the CAs supported ;</li> <li>• Develop the management skills of the teams of the CAs supported;</li> <li>• Contribute to the development of smart management models for the CAs;</li> <li>• Develop a harmonized system of impact indicators for beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Evolution of the financial administrative capacity of the beneficiaries;</li> <li>• No. of managers and technical staff trained (by gender);</li> <li>• % of CAs supported who provide accounts within the agreed time</li> </ul>
2.3 Support initiatives in ecosystems that are not well represented in the National	Broaden the representative nature of the projects supported	Areas of high Mozambican biodiversity outside of the	<ul style="list-style-type: none"> <li>• Support in identification of priority areas for conservation;</li> <li>• Develop procedures to support beneficiaries other than the CAs;</li> </ul>	<ul style="list-style-type: none"> <li>• No. of projects of high biodiversity value supported outside of the National System of Conservation Areas</li> </ul>

System of Conservation Areas		CAs eligible for support		
2.4 Support the integration of communities living in buffer zones in the conservation effort	Transform community presence into a positive factor for CAs and Natural Resource Management	Reduce human pressure on natural resources in the CAs	<ul style="list-style-type: none"> <li>• Promotion of sustainable livelihood alternatives</li> <li>• Involvement in community law enforcement</li> <li>• Support community based natural resource management committees</li> </ul>	<ul style="list-style-type: none"> <li>• CA Deforestation rates</li> </ul>

### Strategic Pillar 3: CREATE A FAVOURABLE ENVIRONMENT

#### Promote consolidation of an environment favourable to conservation in Mozambique

The third series of strategic decisions that guide this Strategic Plan are perfectly aligned with the lessons learnt and systematized by the CBD that conservation strategies need to act also on the underlying causes of the loss of biodiversity.

Broaching in a professional and innovative way themes that are relevant for conservation, raising the awareness of society and particularly of young people, students and future teachers, disseminating knowledge about biodiversity and establishing dialogue and partnerships with private initiatives are the propositions under this pillar which could contribute to the conservation environment in the country. This awareness should also help attract and retain young professionals to become more heavily involved in conservation in the country.

During the life span of the present Strategic Plan, BIOFUND intends to maintain its presence nationally, with a travelling biodiversity exhibition and fair, and other awareness raising events linked to specific BIOFUND projects.

To guide the activity of BIOFUND in Strategic Pillar 3 – Create a Favourable Environment – one indicator was selected for which targets were defined within the strategic planning horizon as shown in the table below:

Pillar indicators	Historical line				Targets				
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number of participants in events	0	1,500	3,100	4,000	4,000	4,000	4,000	4,000	4,000
Number of users of BIOFUND website	-	-	4,110	6,052	8,000	9,500	11,000	13,000	15,000

Strategic Pillar 3 is made operational through four Objectives for which the importance, expected results, typical actions and indicators are as follows.

Objectives	Importance	Outcomes expected	Typical actions	Indicators
3.1. Raise awareness in civil society about the importance of biodiversity, especially among young people	Increase the support among society (young people) for conservation	Society, and particularly youth, recognize the value of biodiversity	<ul style="list-style-type: none"> <li>• Hold exhibitions on relevant themes;</li> <li>• Develop tools for permanent communication (e.g. website);</li> <li>• Apply efficient communication strategies to engage diverse stakeholders, particularly women and youth in biodiversity conservation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events</li> </ul>
3.2. Promote and facilitate discussions and sharing of information on biodiversity	Make available relevant information and knowledge about biodiversity in Mozambique	Platforms to make knowledge and information available to different publics	<ul style="list-style-type: none"> <li>• Develop platforms for managing knowledge (e.g. virtual libraries);</li> </ul>	<ul style="list-style-type: none"> <li>• Number of items that form the virtual library</li> <li>• Number of times the virtual library is accessed</li> </ul>
3.3 Support innovative initiatives and partnerships to defend biodiversity	Promote integration of private, academic and educational sectors and others in conservation initiatives	Private, academic, educational and other sectors take on an important role in financing and publicizing conservation	<ul style="list-style-type: none"> <li>• Hold regular dialogues with various sectors promoting and/or using opportunities;</li> <li>• Design and implement partnerships;</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partnerships/initiatives by type of sector (private, academic, educational and other)</li> </ul>
3.4 Contribute to refining the legal framework for the conservation of biodiversity and its application	Advances in the legal bases for the conservation strategy	Legal instruments refined and adequate to the needs of conservation	<ul style="list-style-type: none"> <li>• Promote seminars to discuss and construct legal instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of legal provisions with a substantial input from BIOFUND and its members</li> </ul>



## Synergies between the Three Strategic Pillars

The three Strategic Pillars of BIOFUND possess great synergy and interdependence. The advances and outcomes obtained in each strengthen and feed the other Pillars, thus constituting an organic approach for the BIOFUND strategy.

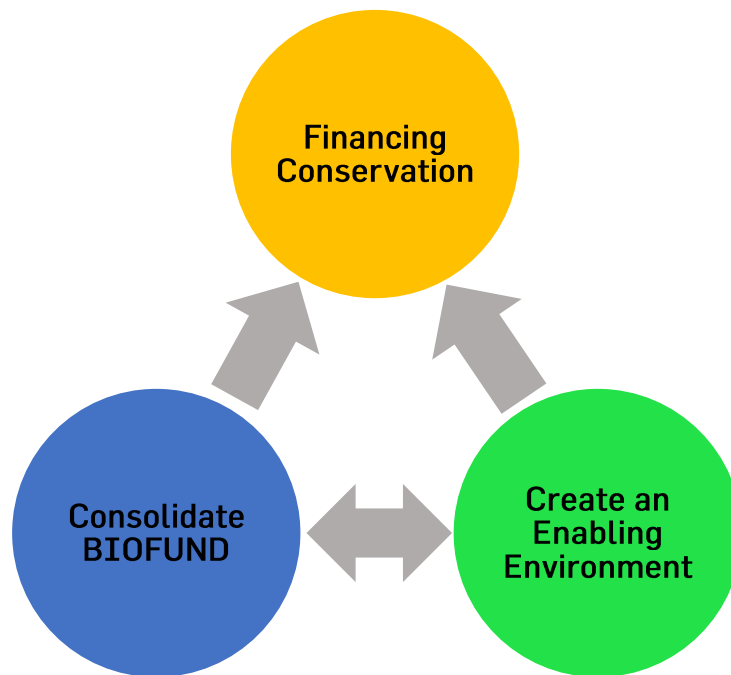


Figure 2: Pillars and Strategic Objective - BIOFUND

The results expected under Pillar 1 – Consolidate BIOFUND, such as capitalization and return on funds, along with the management of processes and people are pre-conditions for guaranteeing the implementation of Pillar 2 – Financing Conservation, and for Pillar 3 – Creating a Favourable Environment.

Pillar 2 – Financing Conservation addresses the fundamental problem for which BIOFUND was created. Thus, it is the core business of BIOFUND. Its realization depends on the existence of a strong organization operating within an enabling environment.

And finally, the strategy planned for Strategic Pillar 3 – Create a Favourable Environment will strongly support the institutional consolidation challenges of Pillar 1, broadening the possibilities and capacities for fundraising, and will also contribute to the challenges of Financing Conservation (Pillar 2) in facilitating the development of the skills of the beneficiaries and in this way expand the possibilities that the resources directed to conservation produce the expected impacts.