



## Report on the Administrative and Financial Capacity of the Conservation Areas in Mozambique - 2020

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## **ACRONYMS**

BIOFUND – Foundation for Biodiversity Conservation

ANAC – National Administration of the Conservation Areas

CAs (ACs) – Conservation Areas

GNP (PNG) – Gorongosa National Park

LNP (PNL) – Limpopo National Park

NSR (REN) – Niassa Special Reserve

SBV- Santuário Bravio de Vilanculos (Zona de Protecção total do Cabo São Sebastião)

GNAP (PNAG) – Gilé National Park

ZNP (PNZ) – Zinave National Park

QNP (PNQ) – Quirimbas National Park

MSR/POMPR – Maputo Special Reserve and Ponta do Ouro Marine Partial Reserve

BNP (PNB) – Banhine National Park

PNR (RNP) – Pomene National Reserve

BANP (PNAB) – Bazaruto Archipelago National Park

CNP (PNC) – Chimanimani National Park

MNP (RNM) – Marromeu National Reserve

MNP (PNM) – Mágoè National Park

PSIEPA (APAIPS) – Primeiras e Segundas Islands Environmental Protected Area

MPCL (PLCM) – Mozambique Program for Conservation Leadership

## 1. INTRODUCTION

[BIOFUND](#) is a national Foundation, the first environmental fund set up in Mozambique according to the international standards of the CFA (Conservation Finance Alliance). Its mission is to support the conservation of aquatic and terrestrial biodiversity and the sustainable use of natural resources, including the consolidation of the national system of Conservation Areas, as a contribution to the balanced development of the country. To ensure the success of this financing, the Foundation has developed and undertaken, since 2016, the Assessment on the Financial and Administrative Capacity in order to determine the institutional capacity of the Conservation Areas in the matter of non-State projects management.

Under “Abelha Project”<sup>1</sup> (2016-2021), it was defined that the criteria for the assessment and selection of the beneficiaries CAs should include not only technical aspects, but also administrative, financial and management aspects, because these practical implementation criteria are a fundamental factor in the success of financing. This assessment is based on the history of the management of non-State projects, the volume of funds previously handled by the CAs, and on the existence of human resources and means to meet the demands that the financing projects impose, such as the capacity to draw up and implement budgets, accountability and other financial procedures.

It should be noted that this was not the only criterion for the selection of the beneficiaries, but it is one of the tools used to assess them. Although the initial objective of using the tool did not envisage its updating, it was found necessary to follow the evolution of the administrative and financial situation of the CAs, and so the tool was updated annually between 2016 and 2019. In 2020, it was decided that this updating should be undertaken once every two years, in order to aggregate more new elements to substantiate comparisons between the data obtained in different years, showing significant upgrades that justify its updating.

In general, the results point to a growing trend in the Institutional Capacity of the CAs, characterized mainly by the growing experience on managing various projects financed with non-State funds, as well as by the efforts to set up a consolidated structure consisting of staff qualified for project management.

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<sup>1</sup>The first project of BIOFUND disbursements, which began in 2016, seeks to support “The Protected Areas and Conservation of Elephants in Mozambique” (APPEM). The project is financed by AFD and BIOFUND (from 2016 to 2021) to a total of 2.2 million euros. The CAs beneficiaries are the following: LNP, GNAP, MSR, POMPR, SBV, QNP, ZNP, and BANP.

## 2. OBJECTIVES

### 2.1. General

The objective of the present report is to assess the Administrative and Financial Capacity (referring to the year 2020) of 16 CAs in Mozambique, namely:

- **National Parks:** Quirimbas, Gorongosa, Mágòe, Bazaruto Archipelago, Limpopo, Zinave, Banhine, Gilé and Chimanimani;
- **National Reserves:** Marromeu and Pomene;
- **Biological Reserve** of Inhaca;
- **Special reserves:** Maputo and Niassa;
- **Partial Marine Reserve** of Ponta do Ouro;
- **Environmental Protection Area** of the Ilhas Primeiras e Segundas;
- **Total Protection Area** of São Sebastião Cape (SBV/BSV).

### 2.2. Specific

- To determine the overall classification of each Conservation Area in 2020;
- To show the evolution of the classification from 2016 to 2020;
- To indicate the classification by categories in 2020;
- To show the evolution of the classification by categories from 2016 to 2020.

### 3. METHODOLOGY

For the collection of data, the administrators of the Conservation Areas were contacted. After obtaining the data, the responses provided were revised and shared with the respective administrators to validate the information documented. Afterwards, this information was compiled on an Excel spreadsheet, where the analyses presented in this report were made.

#### **Structure of the tool**

The tool consists of 4 categories, namely:

**Structural** – which seeks to know whether there is an administration and finance sector beside the CA administrator and whether the CA draw up and implement its own budgets;

**Human Resources** – which refers to the capacity of the RHs allocated to administration and finance sector;

**Existing Means** – which describes the means of financial management, including bank accounts, the existence of a financial system in the CA; and,

**History of the management of non-State funds** – this includes the number of projects which have already been managed by the CA and the volume of funds, as well as the external audits.

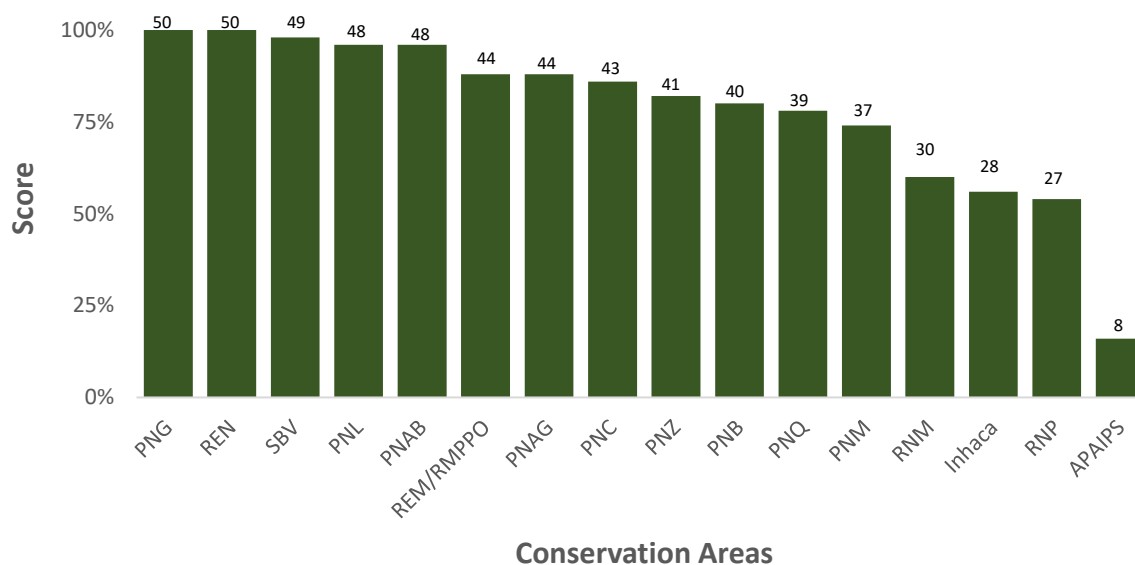
Each of these categories has a couple of questions aiming to obtain responses considered essential to assess the Administrative and Financial Capacity of each Conservation Area. In order to be as transparent and correct as possible in obtaining data, each of the questions has a range of replies, and each of the replies is linked to a score, in line with its importance in determining the administrative and financial capacity of the CAs, which at the end allows us to reach, through summation, a final classification (with a maximum score of 50).

The methodology used was developed in 2016 for the same purpose, and is described in the [Report on the Administrative and Financial Capacity of the Conservation Areas in Mozambique – 2016](#).

#### 4. ANALYSES AND RESULTS

Several analyses are possible with the information gathered. However, we limited to bringing the most direct analyses for the purpose of this report. Hence, the analyses undertaken concern to: (1) the general classification of the assessment of each Conservation Area, (2) the evolution of the classification from 2016 to 2020, (3) the evolution of the classification by each category in 2020 and (4) Evolution of the classification for each category from 2016 to 2020.

##### 4.1. General classification of the assessment by Conservation Area in 2020



**Figure 1:** Illustration of the general classification of the assessment of each Conservation Area

The overall classification of the Administrative and Financial Capacity of the ACs in 2020 is 78%, an increase of 3% in comparison with the previous assessment (undertaken in 2018) and of 33% in comparison with the baseline (2016). The GNP and the NSR achieved the maximum score of 50 points, envisaged in the criteria of the present tool, followed by the SBV with 49 points, and by the LNP and BANP both on 48 points. In the intermediate score (37 to 44 points) are the GNAP, MSR/POMPR, CNP, ZNP, BNP, QNP and MNP. With low scores (27 to 30 points) are the PNR, Biological Station of Inhaca and MNR. PSIEPA, with the lowest score (of 11 point) presents the greatest concern.

##### 4.2. Evolution of the classification from 2016 to 2020

**Table 1:** Table illustrating the evolution of the score obtained since 2016

Conservation Areas	2016	2017	2018	2020
<b>GNP</b>	48 (96%)	49 (98%)	49 (98%)	50 (100%)
<b>LNP</b>	39(78%)	46 (92%)	46 (92%)	48 (96%)
<b>NER</b>	37(74%)	44 (88%)	47 (94%)	50 (100%)
<b>BSV</b>	33 (66%)	41 (82%)	47 (94%)	49 (98%)
<b>GNAP</b>	31 (62%)	41 (82%)	43 (86%)	44 (88%)
<b>ZNP</b>	30 (60%)	39 (78%)	41 (82%)	41 (82%)
<b>QNP</b>	25 (50%)	38 (76%)	42 (84%)	39 (78%)
<b>MSR/POMPR</b>	18 (36%)	36 (72%)	42 (84%)	44 (88%)

<b>BNP</b>	15 (30%)	26 (52%)	35 (70%)	40 (80%)
<b>PNR</b>	15 (30%)	25 (50%)	21 (42%)	27 (54%)
<b>BANP</b>	12 (24%)	25 (50%)	45 (90%)	48 (96%)
<b>CNP</b>	11 (22%)	44 (88%)	32 (64%)	42 (84%)
<b>MNP</b>	10 (20%)	21 (42%)	21 (42%)	30 (60%)
<b>MNP</b>	7 (14%)	21 (42%)	16 (38%)	37 (74%)
<b>Biological Station of Inhaca</b>	17 (34%)	31 (62%)	30 (60%)	28 (56%)
<b>PSIEPA</b>	7 (14%)	9 (18%)	9 (18%)	11 (22%)
<b>TOTAL</b>	<b>23 (45%)</b>	<b>34 (68%)</b>	<b>38 (75%)</b>	<b>39 (78%)</b>

As shown in the table above, the GNP since 2016 has always scored above 95%. However, the BANP<sup>2</sup> should be stressed, since in 2016 it scored was 24%, but in 2020 this rose to 96%, the third highest score. This was a growth of 72% in 4 years, mainly as the result of the start of the co-management partnership with African Parks in 2017 in addition to the BIOFUND support.

It should be mentioned that the most significant jumps between 2018 and 2020 were achieved by the CNP (64% to 84%), arising from various actions undertaken through the Mozbio 1 and Mozbio 2 projects, and by the MNP (38% to 74%) resulting from the history of non-State projects management, since in 2020 alone, the CA came to manage three projects financed by BIOFUND (Emergency BIO-Fund – PTT, Emergency BIO-Fundo – PNM, and ASA) which were not existing in the previous assessment.

#### 4.3. Classification by categories in 2020

**Table 2:** Illustration of the score of the Conservation Areas by category in 2020

Conservation areas	Structural	Human resources	Existing means	History of the management of funds
<b>GNP</b>	8 (100%)	20 (100%)	7 (100%)	15 (100%)
<b>LNP</b>	8 (100%)	18 (96%)	7 (100%)	15 (100%)
<b>NER</b>	8 (100%)	20 (100%)	7 (100%)	15 (100%)
<b>BSV</b>	8 (100%)	20 (100%)	7 (100%)	14 (98%)
<b>GNAP</b>	8 (100%)	18 (96%)	5 (71%)	13 (87%)
<b>ZNP</b>	8 (100%)	17 (94%)	5 (71%)	11 (73%)
<b>QNP</b>	8 (100%)	15 (75%)	5 (71%)	11 (73%)
<b>MSR/POMPR</b>	8 (100%)	17 (94%)	5 (71%)	14 (98%)
<b>BNP</b>	8 (100%)	14 (70%)	5 (71%)	15 (100%)
<b>PNR</b>	7 (88%)	8 (40%)	5 (71%)	7 (47%)
<b>BANP</b>	8 (100%)	18 (96%)	7 (100%)	15 (100%)
<b>CNP</b>	8 (100%)	20 (100%)	5 (71%)	9 (75%)
<b>MNP</b>	8 (100%)	9 (45%)	5 (71%)	8 (73%)

<sup>2</sup> This CA in 2017 received support from BIOFUND under the Mozbio 1 project which represented 78% of the total budget for operating costs. In 2018 there was financing from BIOFUND through Abelha Project, which increased the percentage from BIOFUND for the operating costs of this CA to 88%. At the same time a co-management partnership was established between the CA and African Parks. That same year, the CA began to use an accounting system.

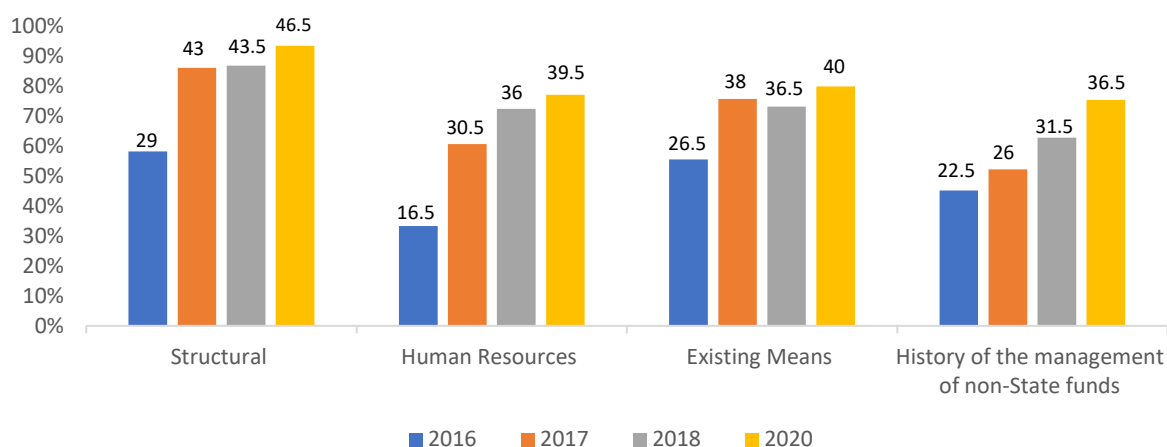


<b>MNP</b>	8 (100%)	15 (75%)	5 (71%)	9 (75%)
<b>Biological Station of Inhaca</b>	5 (63%)	16 (80%)	5 (71%)	2 (13%)
<b>PSIEPA</b>	2 (25%)	0 (0%)	5 (71%)	5 (33%)

Broadly speaking, the Conservation Areas assessed have an administration and finance sector in addition to the administrator, and they draw up and execute their own budgets. However, they still find it very difficult to estimate expenditures, which leads the great majority of CAs that benefit from BIOFUND particularly to request various adjustments during the year. It should be mentioned that some CAs such as the Pomene National Reserve do not have an administration and finance sector, and the tasks of this sector are allocated to other members of the Reserve’s team. The budgets of the APAIPS and the Inhaca Biological Station, in 2020, were executed directly by BIOFUND and UEM, respectively.

As for the category of human resources, there are more variations among the CAs. The PNB<sup>3</sup>, RNM and APAIPS, have the lowest scores for the academic qualifications of the staff. The PSEPA did not have a technical team in 2020 apart from the administrator. All the Conservation Areas contacted possess at least one bank account, and, with the exception of GNP, REN, BSV, BANP and LNP which use an accounting system, their accounting data are processed through Microsoft Excel. Only Biological Station of Inhaca does not have a history of managing non-State projects. APAIPS, although benefitting from WWF and BIOFUND projects, has never owned the management of these funds, since BIOFUND and the WWF always executed the budgets of these projects, because of the shortage of human resources in this Conservation Area.

#### 4.4. Evolution of the classification by categories from 2016 to 2020



As the above graph shows, there has been a steep evolution, mainly in the categories of human resources and the history of fund management. The history of fund management category is mostly influenced by the support from BIOFUND, since in some ACs the financing was undertaken through up to 4 projects (without including programs such as the [MPCL](#) and [Biodiversity Offsets](#)). This is the case of MSR/POMPR (Abelha, Mozbio 1, Mozbio 2 and [Emergency BIO-Fund](#)), which shows the effort made by BIOFUND in financing the CAs and particularly in building the capacity of the CAs staff in financial planning and management. The Structural category should also be stressed, since it was the only one

<sup>3</sup> One of the BNP staff is receiving higher level training which is scheduled to end in 2022, and during the holidays he has joined the park team to undertake his duties.

to attain an average classification of 90% suggesting that there was a rapid response by the CAs (and by ANAC) in setting up an Administration and Finance sector, able to execute its budget, mainly in the CAs supported by BIOFUND through the ASA project.

## 5. CONCLUSIONS

- The administrative and financial capacity of the Conservation Areas in 2020 was 78%, a growth of 3% in comparison with 2018, characterized mainly by improvement in structural terms in this sector;
- Some Conservation Areas, such as GNP, LNP and NSR, always maintained a high institutional capacity, of above 70%, while there was a noteworthy growth particularly in CNP, MSR/POMPR and BANP. In this last named CA there was an evolution from 24% (baseline) to 96% in 2020;
- The results show the Gorongosa National Park and the Niassa Special Reserve with the maximum score, in line with the criteria envisaged in this tool. It should be noted that the Niassa Special Reserve has recently become a beneficiary of BIOFUND, under the [Emergency BIO-Fund project](#). This shows that this tool was designed to assess and measure the degree of capacity of the CAs which are in an evolving state of development. It also corroborates the initial strategy of BIOFUND of financing disbursement projects which prioritizes the support for the CAs which were most in need, but which, at the same time had the potential to show positive results in the short term. This strategy allowed a short period of mutual learning (by BIOFUND and by the beneficiaries), which later evolved into the beginning of gradual support from BIOFUND to the CAs with lower capacity (such as, for example, the beneficiaries of the ASA project);
- In 2020, the structural category showed the greatest equality between the CAs, while the other categories had slight variations;
- The BIOFUND support was determinant in order to induce greater autonomy in planning, budgeting and prioritizing activities of the technical staff of the Conservation Areas, particularly in the BANP, ZNP and BNP where, according to their Administrators, the BIOFUND financing helped attract more outside funding, stressing the question of opening bank accounts, and the “culture” of accountability;
- This tool helps to show in quantitative terms the degree of administrative and financial capacity of the CAs assessed, helping BIOFUND to systematize and categorize its beneficiaries so as better to plan the support necessary and the levels of intervention for better management of the financing.