



**BIOFUND STRATEGIG PLAN  
2023-2027**

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## Abbreviations

AMOS	Mozambican Association of Safari Operators
MTA	Mid-Term Assessment
ANAC	National Administration of Conservation Areas
CA	Conservation Areas
CCA	Community Conservation Areas
PA	Protected Areas
APA	Environmental Protection Area
APAIPS	Environmental Protection Area of the First and Second Islands
ARR	Resource Recovery Area
BM	Bank of Mozambique
BCI	Banco Comercial de Investimentos S.A.
BIOFUND	Foundation for the Conservation of Biodiversity
CAFÉ	African Consortium of Environmental Funds
CBD	Convention on Biological Diversity
CTA	Confederation of Economic Associations of Mozambique
DPA	Provincial Directorate for the Environment
FUNBIO	Brazilian Biodiversity Fund
FNDS	National Fund for Sustainable Development
INAE	National Institute of Statistics
KBA	Key Biodiversity Area
KM	Knowledge Management
LMMA	Locally Managed Marine Area
MBPAS	Manual of Good Environmental and Social Practices
MEF	Ministry of Economy and Finance
METT	Management Effectiveness Tracking Tool
MICTUR	Ministry of Culture and Tourism
MIMAIP	Ministry of the Sea, Inland Waters and Fisheries
MINEDH	Ministry of Education and Human Development
MIREME	Ministry of Mineral Resources and Energy
MTA	Ministry of Land and Environment
OECM	Other Effective Area-Based Measures
NBSAP	National Biodiversity Strategy and Action Plan for the Conservation of Mozambique's Biological Diversity
NDC	National Determined Contribution
NGO	Non-Governmental Organization
SP	Strategic Plan
PES/PSA	Payment for Environmental Services
PGAS	Environmental and Social Management Plan
NP	National Park

PNQ	Quirimbas National Park
ProAzul	Fund for the Development of the Blue Economy, FP
REPMAR	Regulation of Maritime Fisheries
RESEX	Extractive Reserve
HR	Human Resources
SDAE	District Services for Economic Activities
SI	Computer Systems
STC	Collaborative Work Software
USD	US dollar
PIU	Program/Project Implementation Unit
IT	Information Technology
WB	World Bank
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature
EEZ	Exclusive Economic Zone

## Overview of the Strategic Plan

BIOFUND is an Environmental Fund and a Mozambican organization, with non-profit public utility status, governed by private law, that mobilizes, applies and manages financial resources for the exclusive benefit of biodiversity conservation in Mozambique. Since its launching in 2015, the Foundation has supported most of the country's Conservation Areas (CAs) and is a member of the African Consortium of Environmental Funds (CAFÉ).

In 2017, BIOFUND developed its Strategic Plan for 2018-2022 with three main pillars - Consolidating BIOFUND, Financing Conservation and Creating a Favourable Environment - which guided the implementation of its activities for this period. A performance analysis of the implementation of the previous strategy shows that after five years, most of the goals set in 2017 will either have been surpassed or will reach high levels of achievement by the end of 2022. Regarding highlight aspects, the endowment fund will reach around 50 million USD, a figure higher than expected, while the accumulated amount of funds raised for conservation will have reached an estimated amount of over 80 million USD. Even the funds resulting from the endowment fund and passed through to the CAs will be around 10 million USD, far above the planned 300,000 USD per year. This good performance was driven by favourable conditions and the good image created by BIOFUND.

In drafting a new strategic plan for the period 2023-2027, BIOFUND will focus on its action on financing the management and conservation of biodiversity within and outside the network of CAs, will support the monitoring of the state and trends of biodiversity in Mozambique, and will make use of a greater diversity of existing funds and donations in its search for funding. In terms of *modus operandi*, BIOFUND carries out programs and projects through public and private partners, including civil society organizations and local communities, and will always include important cross-cutting aspects in its action, such as gender issues, protection of vulnerable people around conservation areas, young people, sustainability, climate change, environmental justice, among others.

For this purpose, the Strategic Plan is based on four pillars, three of which are related to its strategic target, and one related to the operational support plan, as shown below:

Pillar 1: Financing Biodiversity Conservation

Pillar 2: Fund Mobilization

Pillar 3: Advocacy and Environmental Education

Pillar 4: An Efficient and Sustainable Organization

It is expected that by 2027, BIOFUND will directly contribute at least 20 million USD per year in funds from various sources to the conservation of biodiversity in Mozambique, and that its endowment fund will reach 100 million USD.

In its operational plan, BIOFUND will establish a functional organizational structure with competent and motivated staff, it will be self-sustaining in relation to most of its operational needs and will be highly efficiency in the execution of the projects for which it is responsible, with appropriate internal communication mechanisms and technologies, and will invest in monitoring and evaluation, reporting and learning (MERL), will operate with the highest standards of environmental and social standards of environmental and social safeguards, and establish an appropriate partnership strategy.

## Chapter I: Background

### 1.1 Introduction

The Foundation for the Conservation of Biodiversity (BIOFUND) is a Mozambican organization, with public utility status under the terms of Law 16/2018, the Foundations Law. The Foundation's 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"*. According to Art. 3.2. of the reviewed Articles of Association in 2022, *"BIOFUND is nationwide organization and may go beyond this jurisdiction in the case of officially declared cross-border conservation areas, or in the case of other international cooperation projects"*.

BIOFUND is an Environmental Fund, a non-profit private law organization that mobilizes, applies and manages financial resources for the exclusive benefit of biodiversity conservation in Mozambique. Since its launching in 2015, the Foundation has supported most of the Conservation Areas (CAs) in the country and is a member of the African Consortium of Environmental Funds (CAFÉ).

In 2017, BIOFUND developed the institution's Strategic Plan 2018-2022 with three main pillars that guided the implementation of the Foundation's activities for that period. A performance analysis of the implementation of the previous strategy shows that after five years, BIOFUND has achieved or exceeded most of the expected results.

However, the beginning of a new strategic planning period, there are some uncertainties, namely the instability of world markets, which has already caused the endowment fund fall to around 47 million USD, and may cause the donor community to change their focus. The internal situation of instability in northern Mozambique could also affect potential activities for these areas of great biodiversity, and climate change has had devastating effects on the country's social and economic aspects.

### 1.2 Outcomes of the 2018-2022 Strategic Plan

The strategy for 2018-2022 was based on three strategic pillars - Consolidating BIOFUND, Financing Conservation and Creating a Favourable Environment. It was expected that by the end of this period, most of the targets set in 2017 would be surpassed or reach high levels of achievement. Regarding highlight aspects, the endowment fund will reach around 50 million USD, a figure higher than expected, while the accumulated amount of funds raised for conservation will have reached an estimated value of over 80 million USD. Even the funds resulting from the endowment fund and passed through to the CA will be around 10 million USD, far above the planned 300,000 USD per year. If, on one hand, the economic climate has been positive for BIOFUND, on the other hand, the organization has been proactive in

diversifying its fundraising mechanisms, with innovative initiatives such as the BCI Bank card. Other achievements of the strategic plan include financial support for part of the non-salary operating costs of a substantial part of the CAs, and participation in capacity-building and education initiatives was higher than expected due to the fact that in-person events were changed into online events during COVID-19 pandemic. The table below provides more details, including a historical analysis of the indicators in the period prior to 2018.

Table 1: Status of compliance with the Strategic Plan 2018-2022 at the end of 2021

STRATEGIC PILLARS	PILLAR INDICATORS	HISTORICAL LINE				SP TARGETS (vs ACHIEVED)				
		2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Strategic Pillar 1: CONSOLIDATING BIOFUND</b> Make BIOFUND an effective and efficient organization for financing conservation	Cumulative endowment volume (Million USD)	10,6	14,4	21,2	24,7	33 (32,5)	37 (37,2)	38 (41,1)	43 (57,9)	50
	Annual volume of resources raised as Channelling Funds (Million USD)	0	0	2,2	3	1 (4,2)	10 (9,2)	5 (8,9)	2 (34,9)	2
	Annual volume of resources raised for direct project implementation (Million USD)	0	0,2	1,1	0,7	0,3 (3,1)	0,3 (2,96)	0,3 (0,80)	0,3 (1,3)	0,3
	Evolution of BIOFUND's organizational Capacity	46%	57%	69%	77%	78% (82%)	80% (88%)	82% (90%)	84% (92%)	85%
<b>Strategic Pillar 2: FINANCING CONSERVATION</b> Financing conservation with focus on programs in the National System of Conservation Areas	Annual volume of resources disbursed (Millions of MZN & equivalent in Millions of USD)	0	0	9,1	66	163 (111M/ \$1.8M)	108 (110M/ \$1.8M)	297 (154M/ \$2.2M)	297 (351M/ \$5.6M)	300
	Percentage of CAs benefited annually	0	0	5%	47%	53% (47%)	53% (74%)	58, (79%)	58, (79%)	58%
<b>Strategic Pillar 3: CREATING A N ENABLING ENVIRONMENT</b> Promote the consolidation of an enabling environment for conservation in Mozambique	Number of participants in events	0	1,500	3,100	4,000	4000 (5262)	4000 (5066)	4000 (13394)	4000 (4598)	4000
	Number of users of the BIOFUND website	-	-	4,110	6,052	8000 (12531)	9500 (26739)	11000 (32076)	13000 (51586)	15000

Source: BIOFUND, 2022

### Lessons learned during 2018-2022

In the discussion with various partners and stakeholders affected by the work of BIOFUND, the following lessons learned during the previous period were highlighted:

- In the process of consolidating BIOFUND, and in a favourable environment, it was the good reputation of the organization that led it to exceed fundraising and contributions to the endowment fund, so this good reputation should be kept;
- BIOFUND has invested on its own capacity through its partnerships with CAFÉ and FUNBIO, and in the future will continue to strengthen this capacity for sustainable and effective growth on an on-going basis;
- In the support channelled to the CAs, the inclusion of capacity-building for management has led to greater response and accountability, which is why funding must always be accompanied by internal implementation capacity;



- The Emergency Fund during COVID-19 pandemic, where BIOFUND financed the basic functioning of the government and the private sector CAs, was very successful, which shows the importance of this type of support during emergency situations;
- The platform for knowledge and access to information - the online library - has been a reference point with a large number of users, and BIOFUND should continue to invest in sharing knowledge.

### 1.3 Context of biodiversity conservation in Mozambique

According to the most recent information, about 26% of the national terrestrial territory is under some form of protection, while the marine protected area represents around 16% of the territorial waters (within 12 nautical miles) or around 2.1% of the Exclusive Economic Zone (EEZ, within 200 nautical miles). The National Network of Conservation Areas comprises 19 parks and reserves, 20 official *coutadas*, and a variety of other categories of CAs. In Mozambique, the management of conservation areas is carried out by the National Administration of Conservation Areas (ANAC), an entity under the Ministry of Land and Environment (MTA).

However, a significant part of Mozambique's biodiversity, is still outside the formal system of conservation areas, namely in areas of lesser development and population pressure, in the corridors between CAs, in the buffer zones of CAs, mountain areas, lakes, rivers, and the vast coastal and marine zone. With economic growth and the need to develop infrastructures and other projects, it is becoming increasingly urgent to not only to develop innovative conservation models, but also to provide greater financial support for conservation.

The lack of investment and financial support for the network of conservation areas remains a challenge. According to a study conducted in 2018, it was estimated that the State funding for the CA network was around 34 USD/Km<sup>2</sup>, far below the minimum of 500-900 USD/Km<sup>2</sup>, and that this network would need around 68-135 million USD/year<sup>1</sup>. It is estimated that in 2019, about 53 million USD were channelled to public CAs, both from donated funds and from the State<sup>2</sup>. BIOFUND's contribution to the conservation areas over the last 5 years was of more than 12 million, between direct contributions or through projects financed by various donors. This contribution is not only substantial and important, but will tend to grow in the coming years.

Finally, it is important to mention the biodiversity conservation strategy in Mozambique<sup>3</sup>, still in force, which is based on 11 guiding principles, 4 strategic objectives and 20 goals. Among its goals, the strategy includes raising awareness of the population (target 1),

<sup>1</sup> USAID-BIOFUND, 2018. Modelos de Gestão Colaborativa para as Áreas de Conservação em Moçambique

<sup>2</sup> BIOFUND, 2022

<sup>3</sup> Strategy and Action Plan for Biodiversity Conservation in Mozambique, 2015-2025

increased knowledge of biological diversity (target 2), the formal inclusion of formally 100% of the Afro-mountainous centres of endemism (above 1,500 meters) and at least 5% of marine ecosystems in the network of conservation areas (target 11a), strengthening the capacity of key stakeholders (target 19) and, finally, strengthening national and international partnerships for financing and supporting biodiversity programs (target 20).

#### **1.4 Global Status of Biodiversity Conservation**

Upon CBD's CoP 15 in December 2022, which approved a new global framework for the conservation of biological diversity - or Kunming-Montreal Global Biodiversity Framework - a review of the national strategy is expected. Among the new targets approved target 3 on the expansion may be highlighted, by 2030, of at least 30% of terrestrial, inland water, coastal and marine areas under protection, with emphasis on their effectiveness and management, including other stakeholders such as the private sector and local communities. In addition to this important target, mention should also be made of target 12, which refers to the " *significant increase in the area of green and blue spaces in urban areas*", target 20 which refers to capacity building, and target 21 which is about "*making data, information and knowledge available to decision-makers, professionals and the public*". Great importance is given to mobilizing national and international funds to finance biodiversity conservation.

Another important milestone in global terms is the agreement on funding mechanisms for the Climate Change Convention, also in 2022, which could be extremely relevant for BIOFUND. In short, this Strategic Plan (SP) is designed at a crucial time for biodiversity in Mozambique, and the central and key role of BIOFUND in financing the conservation of this biodiversity.

#### **1.5 Analysis of partners**

BIOFUND works through other entities to achieve the objectives of biodiversity conservation. Thus, BIOFUND interacts with the main government entities that deal with biodiversity (MTA, MIMAIP, MEF, MIREME, MICTUR, MINEDH, MITADER), the Bank of Mozambique, the Provincial and Local Governments, other existing trust funds in Mozambique (ProAzul, FNDS), the private sector (AMOS, CTA), academic and research institutions, media and the urban public, global trust fund networks and the managers of important conservation areas in Mozambique.

#### **1.6 Opportunities and Threats**

##### **Opportunities**

As this strategy is being designed, a number of opportunities are opening up, both in terms of the context and potential activities to which BIOFUND cannot be oblivious. Thus, opportunities include the growing availability, at a global level, of various funds for

conservation and climate change, the existence of conservation and climate change, the existence of more and more funds aimed at private investment in biodiversity, the new legislation on biodiversity offsets in Mozambique, the growing recognition of the need to mobilize co-managers for CAs, the need to support the processes to revise the legal framework for the environment, potential partnerships for environmental awareness-raising and education, and the need for ensure sustainable funding for CAs in their essential operational aspects.

## **Threats**

In general, threats include the current global socio-economic situation which could jeopardize not only the endowment fund but also reduce donor interest and support, a probable slow growth of BIOFUND's internal capacity which may not keep pace with the rapid growth of support, the high dependence on third parties for the execution of deliverables, the beneficiaries' lack of absorption and execution capacity, instability in the north of the country, natural disasters (and climate change in particular), and possible changes in relationships with other partners.

## **Chapter 2: The Strategic Plan 2023-2027**

### **2.1 Mission, Vision, Values and Principles**

#### **Mission**

The Foundation aims to support the conservation of terrestrial, coastal, aquatic and marine biodiversity, the sustainable use of natural resources, and the consolidation of the national system of conservation areas<sup>4</sup>.

#### **Vision**

BIOFUND is the funding body of reference for the conservation of biodiversity in Mozambique, promoting its enhancement and sustainable use.

#### **Values**

BIOFUND's values are based on professionalism, efficiency, transparency and inclusion.

#### **Focus**

BIOFUND finances the management and conservation of biodiversity within and outside the network of CAs, supports monitoring of the state and the trends of biodiversity in Mozambique, and resorts to the diversity of existing funds and donations for its search for funding. In terms of *modus operandi*, BIOFUND implements programs and projects mostly through public and private partners, and always includes important cross-cutting aspects in

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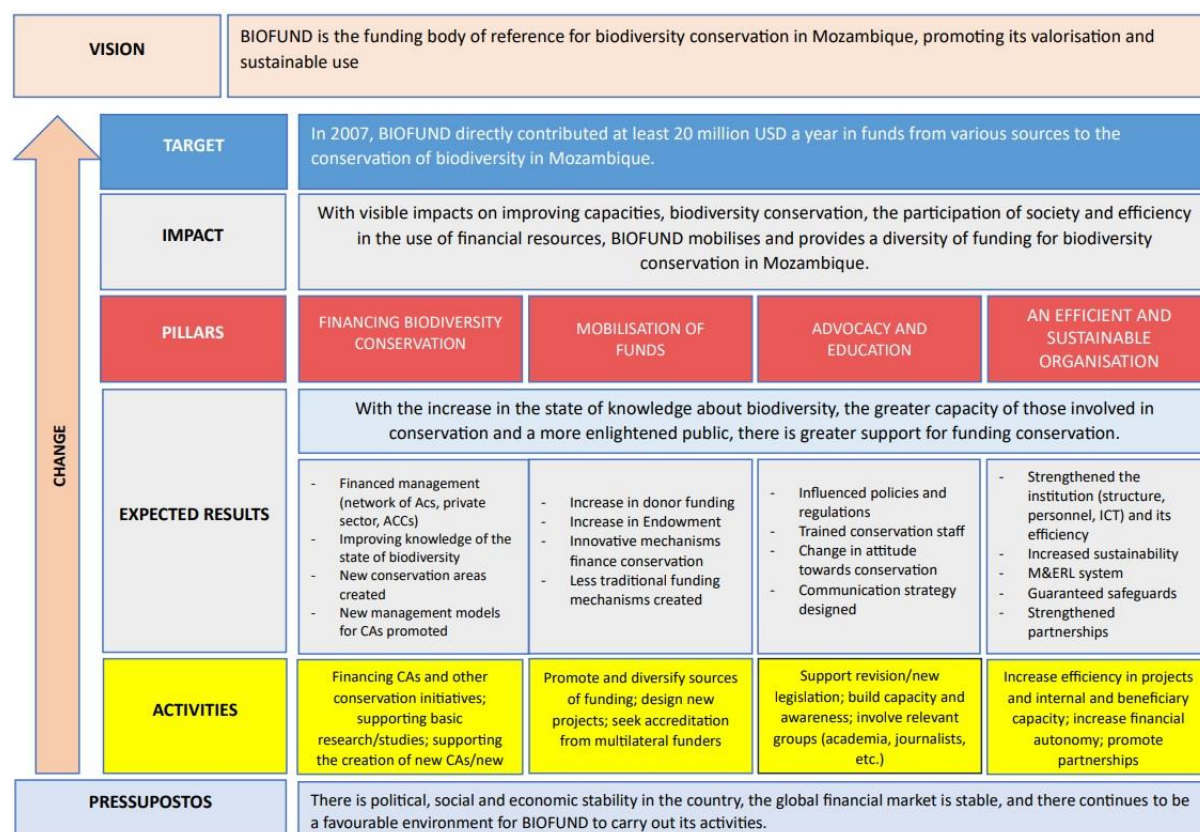
<sup>4</sup> In accordance with BIOFUND's Articles of Association

its action, such as gender aspects, vulnerable people around conservation areas, young people, sustainability, climate change, environmental justice, among others.

## 2.2 The Theory of Change

BIOFUND's Strategic Plan is based on four pillars, (i) financing biodiversity conservation, (ii) mobilizing funds, (iii) advocacy and environmental education, and (iv) the development of an efficient and sustainable organization. The following chart shows the main outcomes expected for each of the pillars and the conditions necessary to achieve them.

**Graph 1: Graphical representation of the Theory of Change for BIOFUND's Strategic Plan for the period 2023-2027**



The pillars of the Strategic Plan reflect BIOFUND's major areas of focus and action that will contribute to the overall Goal. Thus, there are three pillars that concern BIOFUND's strategy for action - strategic pillars - and one pillar that concerns the internal functioning of BIOFUND - the Operational pillar.

In short, with the existence of social and economic stability in Mozambique and stability in world markets, BIOFUND will promote actions aimed at empowering partners, promoting partners, promote advocacy and environmental education, and improve the status of knowledge on biodiversity. With greater knowledge of the status of biodiversity, and with

greater mobilization of the general public and policy makers, BIOFUND will be able to mobilize a variety of funding to invest in conservation inside and outside conservation areas, support the creation of conservation areas, while increasing its internal capacity and efficiency. Through these initiatives, BIOFUND will position itself as a benchmark entity in supporting biodiversity conservation in Mozambique.

More details are given in the following subchapters.

### 2.3 Goal, Pillars, Objectives and Strategies

The **overall goal** of BIOFUND's Strategic Plan is as follows: By 2027, BIOFUND contributes at least USD 20 million per year in funds from various sources, for the conservation of biodiversity in Mozambique.

This goal is based on four pillars, three of which are related to its **strategic direction** and one related to the **operational support plan**, as shown below:

Pillar 1: Financing Biodiversity Conservation

Pillar 2: Mobilizing Funds

Pillar 3: Advocacy and Environmental Education

Pillar 4: An Efficient and Sustainable Organization

This chapter discusses the Strategic Pillars. They will be guided by some objectives and implementation strategy, as detailed in the following chapters.

#### 2.3.1 Pillar 1: Financing biodiversity conservation

This Pillar, which represents the Foundation's main purpose, has been developing since the previous strategy, in which BIOFUND financed the network of conservation areas. This support has been extending to all activities that contribute to the conservation of biodiversity in Mozambique. For the period 2023-2027, BIOFUND will also promote and support the creation of CAs in habitats and ecosystems that are less well represented in the current network, will promote and support various ownership and management models, and will intensify its support for monitoring the state of biodiversity. In this sense, BIOFUND is also contributing to national objectives in the context of the various Conventions (NBSAP, NDC, etc.).

**Strategy 1:** BIOFUND will continue to finance the network of conservation areas and expand its support for the creation and management of a wider range of conservation areas (terrestrial, marine, coastal, urban, Afro-mountainous environments), a diversity of management models, (promoting co-management, public, private and community management), while investing in research and monitoring of the state and trends of biodiversity in Mozambique.

Thus, this pillar will have 4 Objectives, namely:

- Objective 1.1. By the end of 2027, BIOFUND will annually disburse at least 15 million to its beneficiaries.
- Objective 1.2. By the end of 2027, BIOFUND will have contributed to increasing knowledge on the status of biodiversity in Mozambique.
- Objective 1.3. By the end of 2027, BIOFUND will have contributed to the expansion of protected areas in at least 3% of the national territory, ensuring the achievement of the national biodiversity conservation targets.
- Objective 1.4. By the end of 2027, BIOFUND will have promoted and financed 4-8 initiatives with innovative management models of conservation areas (e.g. community, municipal, private, and other conservation areas).

Below is a brief description of the content of each of the objectives:

**Objective 1.1.** By the end of 2027, BIOFUND will annually disburse at least USD 15 million to its beneficiaries.

In 2021, BIOFUND channelled around USD 7.5 million to its beneficiaries. This means that BIOFUND will try to double its contribution over the next 5 years. For this purpose, BIOFUND will continue to support the official network of conservation areas through a strategic partnership with the management authority of the CAs (ANAC), as well as other conservation initiatives outside this network. The support mechanisms, as well as the amounts and number of beneficiary CAs can be adapted to circumstances, needs and opportunities. This support is limited to fuel, maintenance and the purchase of equipment, food, infrastructure, training, research and monitoring. As a rule, the payment of salaries, except in specific cases of donations for this purpose or in emergency situations. In this context, BIOFUND will also be prepared to create emergency funds when they are needed.

**Objective 1.2.** By the end of 2027, BIOFUND will have contributed to increasing knowledge about the status of biodiversity.

Together with other partners, namely the State, research organizations and Academia, BIOFUND will fund basic studies, research and monitoring, while promoting development opportunities for students and scientists. Funding should be linked to the demonstration of positive impacts on the management of CAs and their biodiversity, so the necessary monitoring tools will continue to be used (e.g. METT, etc). These studies and monitoring will also be able to guide the change component of attitude of the communication strategy, which is discussed below. At the beginning of the SP, baselines and indicators should be established for this objective.

**Objective 1.3.** By the end of 2027, BIOFUND will have contributed for the expansion of protected areas in at least 3% of the national territory, ensuring the achievement of national biodiversity conservation targets.

BIOFUND will take advantage of the great potential represented by the new CBD targets (including the so-called 30x30), sanctioned by the Government of Mozambique, and the fact that the marine and coastal areas have a low level of protection. For this purpose, it will establish partnerships with the Government and other partners from civil society and the private sector. On the other hand, BIOFUND will be able to use the current legislation related to marine areas, which is regulated by REPMAR and which includes aspects such as resource recovery areas, with the possibility of establishing community artisanal fisheries management areas, the *sine qua non* condition of which is to formulate plans for management of artisanal fisheries. Other potential areas of protection will be areas marked as important for biodiversity, or in areas with poor representation in the current network of conservation areas, such as mountain areas, lakes, river basins, etc.

**Objective 1.4.** By the end of 2027, BIOFUND will have promoted and financed 4-8 initiatives with innovative models of management of conservation areas (e.g. community, municipal, private and other conservation areas).

Particularly important in this objective are areas of sustainable use, where conservation contributes directly to the country's development, and are financially sustainable. In this context, BIOFUND will invest in co-management models, supporting partnerships with the State or Local Governments (Municipalities) for the management of protected areas (potentially APAIPS, the Malhazine Ecological Park, among others), will promote community management through partnerships with national NGOs and local communities, will promote partnerships between the private sector and local communities in buffer zones, will promote community-managed marine areas, will support and finance the establishment of CAs specifically for the sustainable use of resources (such as areas for the exploitation of wildlife or resource recovery areas in accordance with REPMAR), among other models.

### 2.3.2 Pillar 2: Mobilization of Funds

BIOFUND will continue to increase its financial contribution to the conservation of biodiversity in Mozambique, with funds from a growing variety of sources, and will increase the amount of the Endowment Fund through donations.

**Strategy 2:** BIOFUND will boost fundraising, both for the Endowment Fund and for the implementation of projects, seeking new funding opportunities such as funds traditionally coming from donors, accreditation from multilateral funds, from individuals, from counterparts, private funding, biodiversity offsets, conversion of public debt, payments for environmental services (PES), carbon and, in general, investing in the green and blue economy.

Thus, this pillar will have 4 key Objectives, namely:

- Objective 2.1. By 2027, BIOFUND will be mobilizing donor funds through biodiversity conservation projects in USD 20 million per year.
- Objective 2.2. By 2027, BIOFUND's Endowment Fund will have reached USD 100 million.
- Objective 2.3. By 2027, the innovative financing mechanisms facilitated by BIOFUND will be generating at least USD 500,000 per year for biodiversity conservation in Mozambique.
- Objective 2.4. Between 2023 and 2027, BIOFUND will continue to research, create, experiment with and promote other less traditional sources of financing (products, credit cards, debt conversion, PSAs, carbon, lotteries, investment, etc.) having successfully established at least 5 innovative sources of funding.

Below is a brief description of the content of each of the objectives:

**Objective 2.1.** By 2027, BIOFUND will be mobilizing donor funds through biodiversity conservation projects in USD 20 million per year.

BIOFUND is going to raise funds in a more programmatic and proactive way in order to be the organization that establishes funding priorities, so that its focus on actions that have an impact on biodiversity or areas of high biodiversity in Mozambique. In the search for funding opportunities, BIOFUND, as a national entity, may work in order to be trusted for multilateral funds, promoting multilateral funds, promoting the attraction of other funds and partnerships. In projects, it will review the cost-benefit ratio in relation to the amount of funding in order to promote its efficiency as an organization.

**Objective 2.2.** By 2027, BIOFUND's endowment fund will have reached USD 100 million.

This process has been underway since the beginning of its creation, so BIOFUND will continue to promote allocations to its Endowment Fund and, on a case-by-case basis, encourage projects, donations and programs to contribute a percentage of their budget to this fund.

**Objective 2.3.** By 2027, the innovative funding mechanisms facilitated by BIOFUND will be generating at least USD 500,000 per year for biodiversity conservation in Mozambique.

The Government of Mozambique approved the Biodiversity Offsets Diploma (Directive 55/2022 of May 19) and, according to this legal instrument, entities such as environmental funds can be financial mechanisms to enable the implementation of biodiversity offsets. BIOFUND will support the proper implementation of this new legislation. In other successful initiatives, the BIO Card - a partnership with BCI - is already producing approximately USD 50,000 a year to support small projects. There is a need to increase its dissemination and thus its adherence in the country. Other mechanisms will also be incubated and speeded up



to maximize their impact. For each mechanism, BIOFUND will determine its engagement, its role and the implementation processes.

**Objective 2.4.** Between 2023 and 2027, BIOFUND will continue to research, create, experiment with and promote other less traditional sources of funding (products, credit cards, debt conversion, PSAs, carbon, lotteries, impact investment, etc.) having successfully established at least 5 innovative sources of funding.

BIOFUND will invest in a team of technicians and experts whose main role will be to explore innovative solutions for raising funds to support biodiversity conservation in Mozambique, whether or not channelled through BIOFUND. This team explores ideas based on the experiences of other countries and existing opportunities, creativity in finding solutions for the private sector, experimentation, piloting, feasibility studies, etc. In the case of carbon, it can develop a specific strategy, indicating niche that will provide BIOFUND with new business opportunities. This team will be able to search donors, create interest, mobilize funds with greater flexibility for BIOFUND, and other actions. With regard to innovative funding sources, it is expected that they will be managing, in a sustainable way, at least USD 25,000 per year.

### **2.3.2 Pillar 3: Advocacy and Environmental Education**

This pillar will be dedicated to promoting a legal framework conducive to biodiversity conservation in Mozambique and to raise citizens' awareness to support biodiversity conservation. In this pillar, it will not only be important to work with the government and legislators - for example, members of the Assembly of the Republic – but also the existence of a robust communication strategy with the different sectors of Mozambican society.

**Strategy 3:** BIOFUND will invest in promoting more favourable legislation for the management and sustainability of biodiversity in Mozambique, will promote environmental education at the various levels of society, be more inclusive and establish and implement a communication strategy. For this purpose, it will use all available means of communication - traditional, digital and social media, web, webinars, etc. - and involving society - campaigns, exhibitions, fairs, etc.

Thus, this pillar will have 4 Objectives, namely:

- Objective 3.1. By 2027, BIOFUND will have influenced and contributed to the improvement of the national legal framework on biodiversity conservation, financing and benefit sharing, having contributed to the revision of at least 5 legal instruments in the conservation sector.
- Objective 3.2. By the end of 2027, BIOFUND will have contributed to increase the level of capacity of staff working in conservation in Mozambique.

- Objective 3.3. By 2027, a significant percentage of the urban and rural population of specific areas in Mozambique will have some awareness of the value of biodiversity.
- Objective 3.4. From 2024 onwards, BIOFUND will be implementing a communication strategy aimed at raising awareness, appreciation and changing behaviour in relation to the importance of biodiversity conservation, increasing its visibility among key partners.

Below is a brief description of the content of each of the objectives:

**Objective 3.1.** In 2027, BIOFUND will have influenced and contributed to the improvement of the national legal framework on biodiversity conservation, financing and benefit sharing, having contributed to the revision of at least 5 legal instruments in the conservation sector.

### **Working on policy levels**

BIOFUND will invest more in advocacy to influence policies and legislation, governance, and mobilizing the society for change. With regard to the existing legal framework, it will talk to government bodies to establish priorities in terms of legislation to be revised or improved. BIOFUND may be able to create and facilitate a "think-tank" on the biodiversity and the role of BIOFUND, also creating space for the engagement of other partners and interest groups, stakeholders, who influence an agenda of policy priorities and legislation to be worked on, as well as research priorities, of the Blue and Green agendas. BIOFUND may also play a role in the reactivation of the conservation group, as one of the ways of fostering and facilitating dialogue.

**Objective 3.2.** By the end of 2027, BIOFUND will have contributed to increase the level of capacity of staff working in conservation in Mozambique.

BIOFUND will develop a training strategy for the various players who have a direct or indirect role in conservation, and finance capacity-building actions. Target groups may include ANAC, SDAE, MTA, DPA, INAE, media, the cultural sector, etc. and will include managers, professionals and local communities in the CAs. BIOFUND will work with the education system to promote the capacity for attitude and behaviour change in the next generation in schools. This means that it will influence and support the national program of education for all levels (national, provincial and district). It will also promote study or training in related subjects at the different academic levels. At the beginning of the implementation of this SP, the baselines and respective indicators for this objective will be established. These indicators for this objective may include the number of people who have qualified after 5 years, including in higher education, technical and training at the workplace, and practitioners in the field of biodiversity management and conservation.

**Objective 3.3.** By 2027, a significant percentage of the urban and rural population of specific areas in Mozambique will have some awareness of the value of biodiversity.

BIOFUND will fund initiatives that support the training of journalists and other media-related groups to come up with influential content related to biodiversity conservation.

In this process, BIOFUND will promote a change in the attitude and behaviour of the general public. It will also support the strengthening of action through community-based organizations, through management councils (with whom the community has more trust) girls' clubs and environmental clubs, marathons, fairs and others. This will be achieved by using the various means of communication that are available and that reach the communities (community radios, etc.). Special attention will be given to vulnerable people in rural areas and around conservation areas, who are usually women and young people who do not migrate. There is a need for greater engagement of Conservation Areas (CAs), so BIOFUND will work on disseminating/raising awareness of the need for conservation among stakeholders in the CAs. At the beginning of the implementation of this SP, the size of the target audience in general for environmental education and awareness campaigns will be defined, as will the indicators on increased sensitivity and behaviour change.

**Objective 3.4.** From 2024 onwards, BIOFUND will implement a communication strategy for awareness, appreciation and change of behaviour in relation to the importance of biodiversity conservation, increasing its visibility among key partners.

For this purpose, the design of the communication strategy and its approval should take place throughout 2023. In the process, the targets and media to be used will be clearly defined, as well as the expected results among the target population. With this communication strategy, BIOFUND also intends to ensure that its actions, activities and impacts have visibility among its partners.

### **Chapter III: The Operational Plan**

BIOFUND's Operational Plan is the fourth Pillar of the Strategy. Through this operational plan, BIOFUND will increase its capacity, which corresponds to the growth of financing for biodiversity conservation, with an improvement in the efficiency of its operations and that of its partners, will recruit, train and retain talent, promote its own sustainability and manage its financial resources with transparency and efficiency.

#### **Pillar 4: Development of an efficient and sustainable organization**

Strategy 4: BIOFUND will invest in an efficient organizational structure, attract and retain competent and committed staff, and, with transparency, improve efficiency in the use of funds. For this purpose, it will improve its internal processes for communication, risk analysis and environmental and social safeguards, promote monitoring, evaluation and learning, and operate, with its partners in a consistent and professional manner.

Thus, this pillar will have 7 Objectives, namely:

- Objective 4.1. An organization with a functional organizational structure.
- Objective 4.2. An organization with a competent and trained workforce.
- Objective 4.3. By 2027, BIOFUND will be self-sustaining in relation to its operational needs by at least 90%, and efficiency in project implementation will be above 80%.
- Objective 4.4. An organization with adequate internal communication and technological mechanisms.
- Objective 4.5. An organization that invests in monitoring and evaluation, reporting and learning (MERL).
- Objective 4.6. An organization with adequate standards of environmental and social safeguards.
- Objective 4.7. An organization with a partnership strategy.

### 3.1 Organizational Structure

Objective 4.1. An organization with a functional organizational structure

#### **Organizational structure**

BIOFUND is in a phase of rapid growth, for which it needs an adaptable internal structure. The structure is based on the principle of having a robust and stable core, and the flexibility to grow internally as needs dictate.

In its organizational chart (**Appendix 1**), the roles set are at the level of the Executive Board and the coordination areas. The thematic areas are the aspects of responsibility under each Department and can be gradually transformed into functions as per the needs for growth. On the other hand, when implementing large programs or projects, implementation units (or PIUs) can be created under the supervision of the Programs. A link between this Secretariat and BIOFUND's governing bodies is made by an Executive Board created in this new design of the internal organization.

#### **Decision-making and management mechanisms**

BIOFUND's internal management decision-making is governed by an internal regulation which will be revised and approved. These internal regulations establish the systems for management decision-making at all levels, the horizontal (transversal) and vertical relationship on the hierarchical scale, systems for recording meetings, decisions and strategic discussions, and accountability at all levels.

### 3.2 Staff and human resources

Objective 4.2. An organization with a competent and trained workforce

#### **A human resources management unit**

The organizational structure will include a human resources management unit with the ability to recruit, train and retain the best talent based on a range of salary scales and benefits, which has already been formulated, including career progression, succession processes and on-going training of its staff, managing labour-related conflicts and ensuring the protection of its employees' rights.

#### **Capacity building and internal training**

BIOFUND has pursued an open-door policy for trainees, providing a valuable start to a career for young future professionals. BIOFUND has also called its staff to continue their studies. Thus BIOFUND will establish an internal code of training and capacity building with incentives, aimed at offering a career to its staff and have the benefit of attracting and retaining the best talent.

### 3.3 Financial management and sustainability

Objective 4.3 By 2027, BIOFUND will be self-sustainable in relation to its operational needs by at least 90%, and efficiency in the execution of the projects under its responsibility will be above 80%.

#### **Capacity building for beneficiaries**

In a systematic way, BIOFUND will promote the improvement of its partners' capacity for a better management and absorption of the financial resources transferred by BIOFUND, on the basis of the agreements established. This may mean that in addition to capacity-building initiatives, the recruitment of accountants, accounting technicians or administration and finance managers is included as part of the budget to support institutions. On the other hand, through a rigorous due diligence process, BIOFUND may appoint partners with less need for supervision, with the possibility of funding being made on the basis of results. In these cases, BIOFUND may resort to outsourcing financial audits. During the period of this SP, BIOFUND will establish 2-3 pilot agreements with partners in this way.

#### **Budget**

**Annex 2** presents the indicative budget planned for the period of this SP. It indicates the annual budget for the operation of its basic core. This budget includes fixed operating costs for the functioning of its organizational structure.

## **Internal administrative and financial systems**

There are already internal policies and systems in place that concern a series of conditions for good internal management, namely operations manuals (manual of administrative and financial procedures), including procurement, fraud and corruption policies, disbursement management, etc. etc. BIOFUND will develop systems and manuals on the missing aspects right at the beginning of the implementation of this SP.

## **Sustainability**

At the moment, BIOFUND has most of its fixed operating costs covered by its activities, including direct fundraising and project implementation. Considering that the administrative fees charged to projects cover around 69% of fixed costs, and the 20% from the endowment fund covers the rest with a surplus, BIOFUND is able to grow organically and keep a good level of sustainability. BIOFUND will therefore take the necessary measures to ensure that, as it grows, internal sustainability measures remain a priority.

### **3.4 Internal Communication and Information Technology**

Objective 4.4. An organization with appropriate internal communication and technology mechanisms

#### **Internal communication**

The Information Systems (IS) and Collaborative Work Software (CWS) need to keep pace with BIOFUND's growth with technologies that allow for greater efficiency in collaborative work as well as in the management of content relevant to the work of the organization's workers. IS and CWS will be reviewed and a system will be implemented that can better manage projects by optimizing teamwork, the exchange of information, the flow of ideas and materials (such as files, spreadsheets, presentations, text documents and others) while making internal teams even more collaborative, aligned, engaged and informed. There are various tool options for teams to share documents, review documents online, access information remotely, hold online meetings, among other mechanisms that improve internal communication and interactivity.

#### **Information Technology (IT) skills**

Associated with the growth of BIOFUND, as well as the ever-increasing size of the IT infrastructure, the solution currently in use by BIOFUND for the management of systems, networks and infrastructure provided by outsourced services has proved to be inefficient, often time-consuming and costly. BIOFUND will therefore be hiring an Information Technology Infrastructure Implementation and Management Technician.

### **3.5 Monitoring, Evaluation, Reporting and Learning**

Objective 4.5. An organization that invests in monitoring and evaluation, reporting and learning (MERL)

#### **A team for Monitoring, Evaluation, Knowledge and Learning**

Mechanisms, tools and procedures for monitoring, evaluation and learning will contribute to the monitoring of this strategy, which will be transformed into annual action plans. Annex 3 presents the overall results framework that needs to be converted into a monitoring spreadsheet with baselines and selected indicators. Some indicators are carried over from the previous strategy (2018-2022 period). Similarly, this system will be used to monitoring of the various projects implemented by BIOFUND and for collecting and processing information in the context of monitoring the state of biodiversity in Mozambique. With IT support, a database can be established in the case of collecting and compiling primary data, and a system for data, and an internal documentation and filing system in the case of information being generated on an on-going basis.

#### **Knowledge Management (KM) and Online Library**

In this respect, and linked to MERL, knowledge management deals with aspects of collection, processing, selection and sharing (through all relevant mechanisms) of information, both internally and to the general public. BIOFUND will continue to feed the web platform that collects and shares information in a unique and exemplary way.

#### **Mid-Term Evaluation of the Strategic Plan**

It is up to BIOFUND to carry out a mid-term evaluation (MTE) or a final evaluation (FE) of this SP with an emphasis on internal learning.

### **3.6 Environmental and Social Safeguards**

Objective 4.6. An organization with adequate standards of environmental and social safeguards

#### **Environmental and social safeguards**

BIOFUND has a responsibility to ensure the proper assessment and management of the environmental and social risks and impacts of the activities it finances or implements, in order to ensure that they are environmentally and socially. For this purpose, it will establish procedures, systems and mechanisms that will enable the supervision and monitoring of the environmental and social performance of all the projects implemented by BIOFUND, others actions, activities and programs, which involves complying with all the mitigation measures identified in the Environmental and Social Management Plan (ESMP) or the Manual of Good Environmental and Social Practices (MGESP). Compliance monitoring includes on-site

inspections of activities to check that the measures identified in the ESMP or MGESP are being implemented, both at the level of the beneficiaries and at the institutional level.

### **Standards, guidelines and policies**

At the moment, BIOFUND uses the safeguard tools established and approved by the donors of projects implemented by BIOFUND.<sup>5</sup>

### **3.7 A partnership strategy**

Objective 4.7. An organization with a partnership strategy

In designing the strategic plan, BIOFUND conducted a rapid analysis of current and potential partners, and all other public and private entities that may represent influential, stakeholders or affected parties in the work that BIOFUND carries out. In this context BIOFUND will develop a partnership strategy by 2024, taking into account, among other things the following aspects:

1. Deepening the analysis of current and potential partners, influential, stakeholders and affected parties, in order to determine the relationship strategy in the context of the implementation of this SP.
2. Formalize relationships at the highest level with key entities for BIOFUND, either through Memorandums of Understanding, Agreements or others, with clear terms and responsibilities, with action plans, with room for systematic evaluation of the partnership, and clear supervisory responsibilities within BIOFUND.

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<sup>5</sup> <https://www.fnds.gov.mz/index.php/pt/documentos/salvuardas-artigos>

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