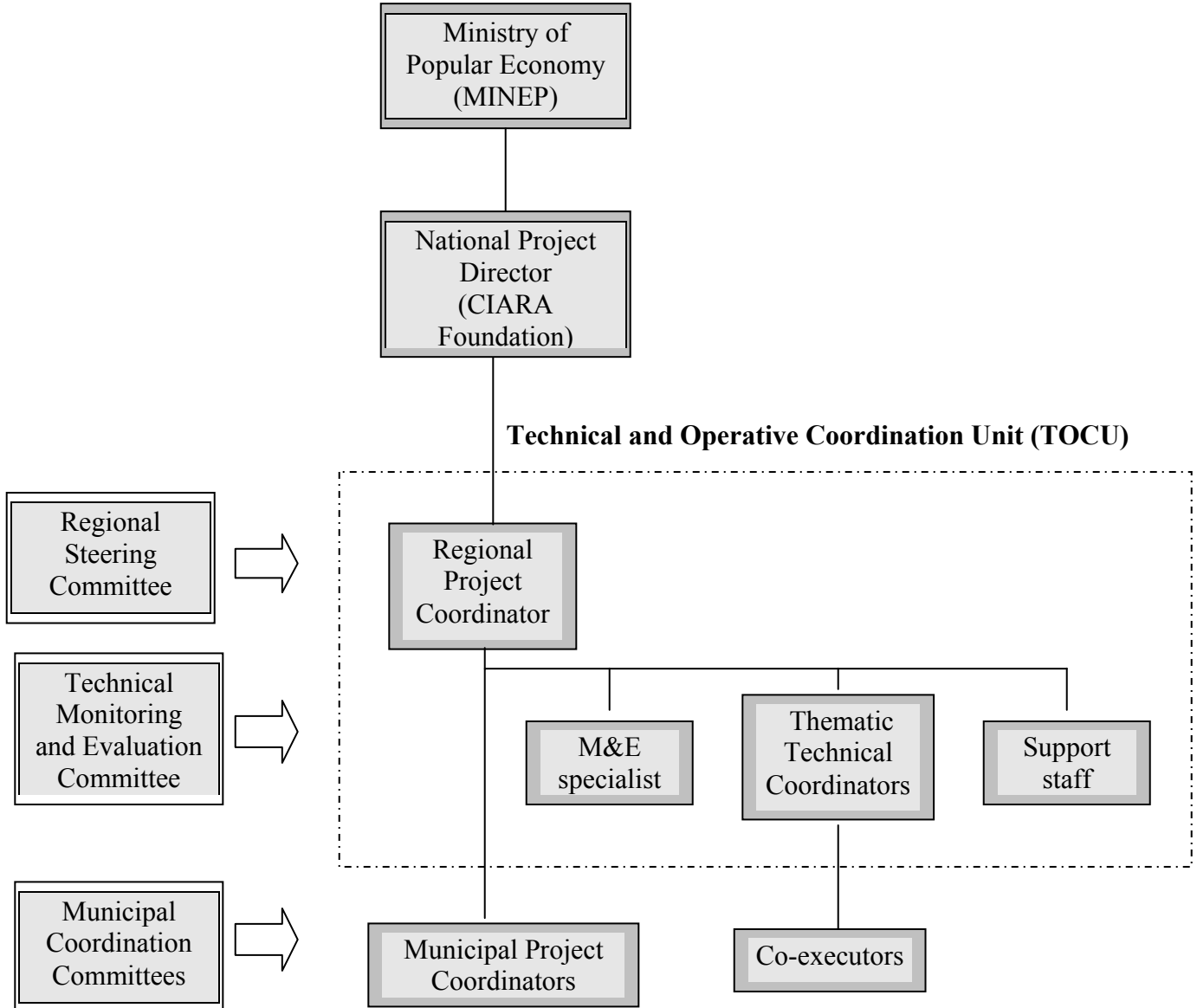


Project Organigram



Terms of Reference for Project Implementation Structures

Tripartite Review Meetings

The provision of strategic orientation to the project will be carried out through the Tripartite Review Meetings described in paragraph 176 of the Project Document, in which will participate the following institutional stakeholders:

- The General Director of the Technical Cooperation Division at the Ministry of Planning and Development (MPD)
- The National Project Director from the CIARA Foundation in the Ministry of Popular Economy (MINEP)
- The Director of the National Office of Biological Diversity in the Ministry of Environment
- A Representative from UNDP Venezuela
- The Project Coordinator, who will act as the committee's Technical Secretary.

Regional Steering Committee

This committee will meet at least twice a year and include the following members:

- The National Project Director
- The Regional Project Coordinator, who will function as Technical Secretary of the committee
- A representative of the regional office of the Ministry of Popular Economy
- A representative of the State Unit of the Ministry of Agriculture and Lands (UEMAT)
- A representative of the regional office of the Ministry of Environment
- A representative of the Municipal Coordination Committees.

Other stakeholders, such as development and conservation NGOs and universities, may also participate in the committee as necessary, at the invitation of the Committee.

The roles of the committee will be to:

- Inform the Tripartite Review Meetings on project progress and plans.
- Inform and consult the Municipal Coordination Committees on strategic issues related to project implementation
- Provide guidance and general oversight for project implementation.
- Provide strategic advice to the Regional Project Coordinator.
- Provide recommendations on, and approve, Annual Work Plans and Budgets for the project.
- Review and recommend on execution reports of the project.

Technical and Operative Coordination Unit (TOCU)

The Unit, headed by the Regional Project Coordinator (RPC), will be established at a regional level and will be based in Mérida City, due to its strategic location for institutional and logistical operations in the context of the Mérida Cordillera. This will ensure that the decentralized and participatory structure and nature of the institution in charge is fully maintained.

The TOCU will be composed of the Regional Project Coordinator, Thematic Technical Coordinators, administrative and logistical support staff and an M&E specialist. These staff members will be appointed through competitive processes, considering the required managerial, technical, administrative, legal and logistical capacities needed for quality implementation, and will count on co-execution support to be provided by civil society organizations and community based organizations, at local and regional level to further enhance the quality of its work and project related performance.

Municipal Coordination Committees (MCC)

A Municipal Coordination Committee will be established in each of the municipalities participating in the project (both pilot municipalities and target municipalities for replication). The committees will meet at least once per month, with the support of the Municipal Project Coordinators.

These MCCs will provide a platform for direct participation of the project's beneficiaries at municipal level, ensuring that their views and needs are fully taken into account during its implementation, ensuring participative and adaptive management. These committees will be established within the context of the Local Technical Teams already in place.

The MCCs will include:

- Representatives of producer organizations
- Public functionaries of ministries (MINEP, the Ministry of Agriculture and Lands or the Ministry of Environment) with representation at municipal level
- Representatives of municipal governments
- Representatives of Local Councils for Public Planning

The chair of each MCC will be elected by the committee, in accordance with its internal rules and regulations. The chairs of all of the MCCs will meet prior to meetings of the Regional Steering Committee of the project, in order to select a representative to participate in the RSC. The Regional Project Coordinator may also participate in the meetings of MCCs at his/her discretion.

The roles of the MCCs will be as follows:

- Together with the Municipal Project Coordinators, to participate in the preparation of inputs at municipal level to project Annual Work Plans and Budgets.
- To advise the Technical and Operative Coordination Unit in its oversight and support of co-executors.
- To advise the Regional Steering Committee on local issues and concerns of relevance to the implementation of the project.
- Monitor the implementation of the project in accordance with agreed plans and goals
- To evaluate the performance of the Municipal Project Coordinators.

Terms of Reference for Project Staff

National Project Director

The National Project Director (NPD) will be the Executive Director of the CIARA Foundation. The NPD will be responsible for:

- Ensuring the project is executed following the consulted and approved project's logical framework and in conformity with the norms and procedures established in the Management Manual for UNDP's Technical Cooperation Projects
- Representing the CIARA Foundation, as project Executing Agency, in project Tripartite Review Meetings
- Providing ongoing advice to the Regional Project Coordinator on strategic issues of relevance to project implementation.

Regional Project Coordinator

The RPC will be in charge of the Technical and Operative Coordination Unit (TOCU) and will be responsible for the coordination of the selection of its staff. The RPC will be appointed by the CIARA Foundation, as project Executing Agency, subject to no-objection by UNDP.

The responsibilities of the RPC will be:

- To oversee the implementation of the project and the transparent and efficient use of project resources
- To coordinate and supervise other members of the TOCU, namely the Thematic Technical Coordinators (TTCs), administrative and logistical assistants and M&E specialist
- To coordinate and supervise the Municipal Project Coordinators
- To facilitate operational procedures with UNDP and the CIARA Foundation at central level
- To coordinate with other funding sources at regional level
- To ensure that project implementation is complemented and in conformity with national programmes and policies,
- To monitor project progress
- Periodically to report on project progress to the National Project Director
- To participate in, and act as Technical Secretary of, the Regional Steering Committee
- To participate in the Technical Selection Committee of CIARA Foundation in the selection of co-executors.
- With the support of the respective Thematic Technical Coordinators, to ensure the correct and effective administration of the project credit fund, and its sustainability and replication.

In order to facilitate the flow of resources between the national and regional levels of the CIARA Foundation Administrative Unit, both the National Project Director and the Regional Project Coordinator will have signatures registered with the UNDP, along with details on specific disbursement levels to be authorized by each level.

Profile:

- Professional in the area of agronomy, sociology, geography, natural resource development, rural development or related field.
- With proven knowledge and experience in the following areas:
 - Management of rural development projects

- Productive systems, natural resource management, biodiversity conservation and rural development.
- Development of inter-institutional integration
- Management of multi-disciplinary teams of professionals
- Transparent and efficient administration of resources.

Thematic Technical Coordinators (TTC)

Thematic Technical Coordinators will be appointed in the following areas:

- Productive diversification and value added
- Organization and participation
- Finance
- Planning

They will answer to the Regional Project Coordinator (RPC) and will be supported at municipal level by the Municipal Project Coordinators.

Their responsibilities will be:

- To set up, supervise and coordinate the daily implementation of project activities related with the thematic area of their responsibility
- To develop annual operational plans and progress reports
- To ensure that orientation received from the RPC is incorporated into project implementation.
- To supervise and support the work of the co-executors in their respective thematic areas.
- As required, to advise the Technical Selection Committee of CIARA on the selection of co-executors.

Municipal Project Coordinators (MPCs)

An MPC will be appointed in each participating municipality (pilot municipalities and target municipalities for replication), and paid through project resources. The MPCs will be based in the Technical Secretariat of the Local Council for Public Planning (CLPP) of each municipality. These MPCs will respond to the Regional Project Coordinator, and will be supervised by the respective Municipal Coordination Committee.

The Municipal Project Coordinators will be responsible for:

- Representing the project at municipal level.
- Supporting the Technical Thematic Coordinators at local level.
- Accompanying the work of co-executors in project execution at local level.
- Elaborating inputs at municipal level to the Annual Work Plans and Budgets of the project, with the participation of the respective Municipal Coordination Committees
- Supporting the Technical Secretariat of the respective Local Council for Public Planning (CLPP) in the incorporation of biodiversity concerns in local development plans.
- Participating in credit committees within organized producer groups in order to guarantee the correct use of the credit fund established by the project, and support the process of transfer of project funds and responsibilities to the credit committees.

- Supporting the development and implementation of other financial mechanisms (community savings banks) in participating producer groups.

Technical Committee on Monitoring and Evaluation (TCME)

This committee will meet according to the Monitoring and Evaluation work plan (which will be finalized at the project inception workshop) and will be composed by representatives of regional universities and the project M&E specialist (who will act as Technical Secretary), with the support and participation of external specialists as necessary.

This committee will be established in order to provide strategic technical advice and recommendations/suggestions to the project's Technical and Operational Coordination Unit (TOCU) on:

- How to overcome technical problems related to monitoring and evaluation (M&E) during project implementation, such as the definition of indicators and methodologies for their measurement
- Ensuring that M&E processes are adaptive, in response to lessons learnt and changing circumstances
- Handling of the information generated as an input to adaptive management of the project.

Terms of Reference for Co-Executors

Companies, organizations or cooperatives may be contracted by the project as co-executors for a variety of project activities and project components.

- Organization, participation and capacity development

Implementing activities in support of the organization and participation of communities and organized groups, in order to enable these to apply BD-friendly productive practices, specifically:

Responsibilities:

- Training of communities and organized groups in cooperative development
- Training of leaders in organization and planning at municipal level
- Development and strengthening of mechanisms for enhanced participation
- Developing and maintaining linkages between the project, producer organizations, rural communities and structures for organization and planning at municipal level.
- Develop and apply an awareness raising programme on the contribution of BD to livelihood improvement in pilot municipalities
- Document experiences and best practices for use in monitoring, evaluation and dissemination.
- Support the development of a consolidated network of public, civil society and community-level entities to coordinate and harmonize the development and replication of pilot level experiences in the long term

Profile:

Company, organization or cooperative, with the following:

- Professional staff with proven experience and track record in the areas of organization, education, training, awareness raising and participation
- Proven experience and capacity in the areas of organization, participation and capacity development
- Proven organizational and logistical capacities to work in dispersed rural communities in the project area
- Proven capacity to administer resources effectively and transparently
- Established juridical status
- Demonstrable financial solidity

- Productive diversification and value added

Implementing project activities aimed at assisting organized producers to diversify their biodiversity-friendly productive options (agricultural or non-agricultural) at farm level, in order to increase their incomes and the robustness of their livelihoods, and thereby increase the relative attractiveness of BD-friendly land uses, specifically:

Responsibilities:

- Participatory identification of productive options, on the basis of technical, marketing, social and biodiversity considerations
- Formation and training of productive organizations
- Training and formation of producers in technical, managerial and marketing aspects of productive development

- Support to the development of linkages (including information management systems) between producers, certifiers and markets, and the development of capacities for the maintenance of these links in the long term
- Contribute to the application of an awareness raising programme on the contribution of BD to livelihood improvement in pilot municipalities
- Document experiences for use in monitoring, evaluation and dissemination.

Profile:

Company, organization or cooperative, with the following:

- Professional staff in the areas of agronomy, marketing, tourism, handicrafts, processing, certification, managerial development, training and education
- Proven experience and capacity in the areas of support to productive diversification (agricultural and non-agricultural), processing, certification, marketing, managerial development, training and education
- Proven organizational and logistical capacities to work in dispersed rural communities in the project area
- Proven capacity to administer resources effectively and transparently
- Established juridical status.
- Demonstrable financial solidity.

- Finance for BD-friendly productive systems

Executing project activities aimed at the development of tools and capacities to ensure the financial sustainability of BD-friendly productive systems.

Responsibilities:

- Support communities and producer groups in the identification of needs and opportunities for the use of financial instruments
- Training of producer organizations and rural communities in the development and management of financial instruments (including rural savings banks and mechanisms for compensation of environmental services) at local level
- Promote the access by producers to credit funds and other financial instruments
- Monitor the management and status of credit funds and other financial instruments in order to ensure their transparency and sustainability.
- Support the development of economic incentives and financial mechanisms to allow producers in pilot municipalities to apply BD-friendly productive practices
- Contribute to the application of an awareness raising programme on the contribution of BD to livelihood improvement in pilot municipalities
- Document experiences for use in monitoring, evaluation and dissemination.

Profile:

Company, organization or cooperative, with the following:

- Professional staff in the areas of rural economy, accountancy, rural finance mechanisms, environmental service compensation, biodiversity, training and education
- Proven experience and capacity in the areas of rural finance mechanisms, environmental service compensation, training and education
- Proven organizational and logistical capacities to work in dispersed rural communities in the project area
- Proven capacity to administer resources effectively and transparently
- Established juridical status.

- Demonstrable financial solidity.

- **Planning of municipal development**

Executing project activities aimed at developing and strengthening tools for municipal development planning which incorporate BD considerations, within the context of the planning carried out by Local Councils for Public Planning, and ensuring the compatibility of project actions with these plans.

Responsibilities:

- Support the development and application of mechanisms for participatory decision-making in land use planning, zoning and management in accordance with BD conservation principles
- Develop and apply a capacity building programme for Municipal Offices, to support planning and management of the productive landscape in accordance with BD conservation and sustainable use principles
- Support the development of technical guidelines to orientate the incorporation of BD principles into planning tools and land management systems
- Contribute to the application of an awareness raising programme on the contribution of BD to livelihood improvement in pilot municipalities
- Document experiences for use in monitoring, evaluation and dissemination.

Profile:

Company, organization or cooperative, with the following:

- Professional staff in the areas of land use planning, municipal planning, sociology, management of geographical information systems, biodiversity, training and education
- Proven experience and capacity in the areas of land use planning, municipal planning, management of geographical information systems, training and education
- Proven organizational and logistical capacities to work in dispersed rural communities in the project area
- Installed capacity and experience in the management of geographical information.
- Proven capacity to administer resources effectively and transparently
- Established juridical status.
- Demonstrable financial solidity.