

Terms of Reference (TOR) for the Consulting Services of
The National Project Management Specialist
Technical Assistance and Support to DoFI for Implementation of PAW/LENS2 Subproject

A. INTRODUCTION

1. Laos has up to 40% of the land area under forest cover, which harbors numerous globally significant species. Laos shares borders with five countries, and is in close proximity to major wildlife trade demand countries. Long international borders, proximity to demand and source countries, and globally significant plant and animal diversity has contributed to Laos being a source and transit country for illegal wildlife trade. Lao PDR's recent and rapid economic development is increasingly based on natural resource use. The natural resource sector expanded 21% annually, tripling its contribution to the GDP from 6% (1998) to 16% (2011). Laos faces a challenge to long-term prosperity due to limited national capacity to manage sustainably the environmental and social consequences and risks of unsustainable use of natural resources, especially forest, land and water.
2. Illegal wildlife trade within and across the Lao borders is multi-faceted and includes (i) localized domestic wildlife trade, generally of lower value species, to the nation's growing middle class, and (ii) trade of high value species across borders, sourced from Lao forests, wildlife farms, and from other countries. This high-value, cross border trade is understood to be well organized and resourced by national and international criminals. Lao PDR recognizes the seriousness of the problem and has responded by creating the Department of Forest Resource Protection (DoFI) under MAF, and its provincial line, PoFI, by becoming a partner in ASEAN-WEN, by establishing the Lao PDR Wildlife Enforcement Network (Laos-WEN), and by developing the legal framework to protect wildlife from illegal activity.
3. Revisions of the Forest Law in 2008 led to the establishment of the *Department of Forestry Inspection* (DOFI) under the Ministry of Agriculture and Forestry (MAF). DOFI is the Government's primary initiative to address recognized problems of illegal logging, smuggling of timber and wildlife, forestry-related corruption and illegal land encroachment. DoFI has developed a Strategy to 2020, and has shown some results in law enforcement, with efforts so far largely focused on timber trade rather than wildlife crimes.
4. The *Lao PDR Wildlife Enforcement Network* (Lao-WEN) was launched in May 2011, as a national effort to stop poaching, trafficking, and illegal trade of protected flora and fauna as part of a broader regional effort under ASEAN-WEN. Lao-WEN promotes close cooperation and work collaboration among enforcement officers from agencies including DOFI, DFRM, Police, Customs, and Military. The Lao-WEN and P-WEN provide the foundation for an effective means to combat the problem of illegal wildlife trade, however, support to train and operationalize Lao-WEN is required.
5. GOL has accessed \$6.83 million of GEF funding (from Biodiversity, Land Degradation, and Sustainable Forest Management focal areas) and \$17 million IDA funds (national and regional funding) to implement the Protected Areas and Wildlife Project (PAW). The PAW Project was approved by the World Bank's Board of Executive Directors on April 2, 2014 and became effective on July 5, 2014. The PAW project closing date is June 30, 2021. Project implementation is anticipated to commence in the beginning of the Lao financial year 2014/15 (i.e. from October 1 2014). The project development objective (PDO) of PAW is: *to strengthen the management systems for national protected areas conservation and for enforcement of wildlife laws.* The PAW Project aims to create wildlife and PA enforcement standards, develop good practice applications for PA management and reduction of illegal wildlife trade at the central level and at key NPA sites. It builds on bilateral initiatives between Lao PDR, Thailand and Vietnam to control illegal wildlife trade, as well as strengthens Lao PDR's

capacity to collaborate with regional centers of knowledge and with international organizations addressing wildlife trafficking.

6. The World Bank is currently processing additional financing (AF) to PAW, at \$15 million from national IDA. This was originally earmarked for the Lao Environment and Social Project 2 (LENS2). Under this AF, the PAW project is being restructured to: include the LENS2 scope, have a new project name, and have a new (PDO). Given the PAW was made effective around the same time as AF processing, PAW and the AF is now considered a single, consolidated project, named LENS2. The new PDO is: *to strengthen the country systems for managing protected areas¹, enforcing wildlife law, and complying with environment and social standards.*

7. The LENS2 executing agency is the Environment Protection Fund Office (EPFO). The project will function as a financing mechanism for a suite of sub-projects implemented by various sub-project delivery agencies (SDAs), within the framework of three project components: Component 1: Institution development and capacity building; Component 2: Adaptive management of natural resources, environmental and social issues; and Component 3: Project administration and EPF capacity building. Around 40 sub-projects have been identified during preparation of PAW and LENS2. There is additional reserved funding for scaling up successful sub-projects or for new sub-projects.

8. As part of the LENS2 implementation a number of national, regional, and/or international consultants will be mobilized to assist the various SDAs to implement the sub-projects. One priority SDA is the **Department of Forest Inspection (DoFI)**. One priority pre-identified sub-project under PAW/LENS2 will be implemented by DoFI: **National-level capacity building in wildlife law enforcement (\$1.5 million)**. The sub-project objective is: *to improve law enforcement capacity for addressing national and regional wildlife trafficking.* This will be implemented through the following components:

- Component 1: Develop Lao-WEN Strategic Plan, Standard Operating Procedures, and Guidelines
 - develop, approve, and disseminate a *National Lao-WEN Strategic Plan*;
 - develop a Lao-WEN coordinating committee and investigative Task Force *Standing Operating Procedure*;
 - conduct a *wildlife law enforcement training needs assessment* and develop a *Standard Law Enforcement Training Curriculum*;
 - improve and make effective the *DoFI Information Management System*;
 - develop *guidelines for wildlife law enforcement reporting*; and
 - develop a *Communications Strategy* for DoFI.
- Component 2: Operationalize Lao-WEN and DoFI
 - *activate Lao-WEN* by forming an active Steering Committee, a coordinating committee, an inter-agency investigation team, and integrating with ASEAN WEN;
 - deliver wildlife enforcement *training courses*;
 - implement the *IMS* and *information reporting*;
 - implement *inspections and investigations*;
 - based on cooperation MOU with Vietnam, conduct joint trainings and workshops and exchange as annual visit to review the implementation of annual work plan and also develop yearly work plan.
- Component 3: Capacity Building
 - Under this component, DoFI will recruit international and national Technical Advisors, attend English training, and attend overseas meetings and workshops as needed.

- Component 4: Project Administration

9. DoFI seeks an experienced Project Management Specialist (National) to support the agency to implement the above-described sub-project. The consultant will be expected to work closely with other consultants recruited under this sub-project (including the International Senior LE Specialist), and with consultants and teams in other relevant sub-projects (especially sub-projects in protected area sites, and the Department of Forest Resource Management sub-project) to ensure that the activities to be supported by LENS2 during 2015-2020 are consistent and in line with GOL and MONRE policy and priority and in line with GOL and World Bank procedures.

B. OBJECTIVE OF THE SERVICES

10. To support DoFI staff and other sub-project consultants to implement the sub-project in a successful and timely way, including meeting yearly targets for sub-project indicators (detailed in the Project Implementation Manual; in the World Bank Project Document; and in the Sub Project Application), implementation of the annual work plans, and delivery of subproject outputs.

C. TASKS

11. The Consultant is expected to ensure smooth implementation through diligent project management, including timely implementation of the annual work plan and budget (AWPB), reporting on the work plan and sub-project indicators, producing yearly reports and developing AWPBs. Specifically, the Consultant will work closely with the sub-project team from DoFI and Lao WEN and with other consultants to this sub project to carry out tasks including, but not limited to, the following:

Task 1. Assist to develop provincial sub-projects.

- With DoFI staff and EPF consultants, work with the potential POFI sub-project recipients to develop sub-project applications (including: existing and ongoing activities, projects, and funding; key problems and needs; clear justification for the proposed activities and their contribution to the PAW/LENS2 PDO; number of staff/consultants and incremental budget necessary; results indicators, baseline data, and targets; and annual work plan. Refer to the template in the PIM).
- The Consultant will work closely with DOFI Management staff to ensure the subprojects are in-line with the Departmental strategic plan, STEPP and complementary to the objectives of the DoFI subproject.

Task 2. Assist DoFI to recruit consultants.

- Assist the DoFI staff and the International LE Consultant to develop TORs for project staff and short-term consultants, and review applications.

Task 3: Project management.

- Assist DoFI to stay on schedule with their year 1 annual work plan and budget (AWPB), and AWPBs for ongoing years of the sub-project.
- Assist DoFI to develop a quality and realistic AWPB for Yr 2 and subsequent years of the sub-project.
- Assist DoFI to produce required reporting documents, such as Annual Reports.
- Work with DoFI and project staff to monitor progress against the AWPB.
- Monitor sub-project outputs and outcomes against the sub-project indicators contained in the Results Framework.
- Assist with procurement, records and maintenance of equipment and vehicles where needed.
- Assist to achieve publications of documents produced under the sub-project.

- Keep records of training participants.

Task 4. Facilitation.

- Assist DoFI to attend, organize and/or implement meetings/trainings/workshops in Vientiane, the Provinces, and internationally as detailed in the sub-project proposal.
- Attend DoFI -led project-based workshops, and assist smooth implementation.
- Assist DoFI with communications with other SDAs, EPF, and the World Bank.
- Work to ensure smooth coordination among the Lao WEN agencies.

Task 5: Assist POFI sub-project supervision.

- Where needed, assist DoFI staff in supervision of POFI sub-projects under PAW/LENS2, including measuring sub-project indicators.

D. EXPECTED INPUTS

12. The Consultant will be based in the country. It is anticipated that the Consultant will work full time for six months in year one of the sub project (FY14/15), and full time in years 2, 3, 4, and 5 of the project. The base station will be at the DOFI Office in Vientiane. Travel to provincial sites should be expected. DOFI will provide information and data, office space and facilities.

E. EXPECTED OUTPUTS

13. The Consultant will prepare and submit the following reports:

- An inception report describing their own work plan in relation to supporting the subproject Annual Work Plan, including an estimated input and work schedule. The report will be submitted to DOFI within 2 weeks after the contract signing or per the schedule as agreed with DOFI.
- Brief back to office/trip reports after missions to provincial or regional sites and meetings.
- A succinct final report describing the activities carried out during the services including achievement, issues, and lesson learnt. The draft report will be submitted to DOFI at least 10 days before the contract completion date or per the schedule as agreed with DOFI.

- Other?

All proposals and reports will be submitted per the schedule as agreed with DOFI.

F. QUALIFICATION AND EXPERIENCES

14. The following lists the **key qualifications and experience**:

- Undergraduate degree (or higher);
- 5 - 10 years working experience in project implementation and/or management;
- Experience in at least one similar assignment (i.e project management role with government agencies or development agencies, reference required).
- Minimum of 2 years working on large projects, and/or with international development agencies;
- Demonstrated experience in project management and project reporting, including monitoring activities, and developing Annual Work Plans and Budgets;
- Demonstrated skills in teamwork;

- Problem solving skills and be able to constructively work through problems with co-workers and project partners;
- Excellent communication skills and fluency in Lao;
- Excellent English speaking and writing;
- Ability to listen well, ask questions and hold effective and respectful two-way communication; open, inclusive and able to keep co-workers and other partners informed; comfortable with public speaking;
- Able to develop a productive and positive working relationship with co-workers at DOFI and in Lao WEN; ensures client buy-in and participation in all aspects of work;
- Computer skills, including Word, Excel, email.

The following additional qualifications would be an advantage:

- Law enforcement experience and/or experience in wildlife conservation;
- Experience with the World Bank and/or international financing projects;
- Experience with Global Environment Facility projects;
- Monitoring and evaluation experience;
- Experience developing project proposals;
- Commitment to wildlife conservation.