



TERMS OF REFERENCE

- A. Job title:** National consultant for sustainability in business operations
- B. Type of position:** National consultant
- D. Duty Station:** Home based and Podgorica, Montenegro
- E. Duration of appointment:** 15 March 2025 – 15 September 2025 (20 consultancy days)
- F. Contract type:** Individual Contract (IC)

I Background

The project "Biodiversity mainstreaming into Sectoral Policies and Practices and Strengthen Protection of Biodiversity Hot-spots in Montenegro" is geographically focused on the Key Biodiversity Areas (KBAs) of Montenegro and includes various types of interventions and involves both ecosystem protection and work with production sectors, such as tourism, agriculture and forestry.

The Component 1 of the proposed project deals with the management constraints associated with the Protected Areas (PA's) estate and unprotected biodiversity hot-spots. The project provides for the improved management of the pilot PA's in order to ensure compliance with the international requirements for protection of valuable biodiversity within the KBAs and other international biodiversity hot-spots. Through spatial planning instruments, the project promotes concrete solutions for valuable and threatened biodiversity conservation outside the PA's.

The Component 2 targets the productive landscape outside PA's and in the vicinity of KBA's, where the project addresses the sectoral threats to biodiversity via mainstreaming biodiversity-friendly practices and adjust the sectoral development scenarios for tourism, agriculture and forestry to take into account the potential impact on biodiversity.

The project offers assistance to the Government in developing best practice standards for sustainable tourism and nature-based biodiversity-friendly tourism and support the small-scale tourism business development towards the more offerings of biodiversity-sensitive nature-based products. For the forestry sector the project offers best-practice standards for mainstreaming biodiversity - friendly forestry practices, assists the Government with support and services for private forest owners, and help promote biodiversity - positive entrepreneurship in forestry. For the biodiversity mainstreaming in agriculture, the project supports the Government with the introduction of agro-environmental incentives and piloting of agro-environmental measures.



Montenegro
Ministry of Ecology,
Sustainable Development and
Development of the Northern Region

Adresa: Cetinjski put b.b.
(Eko-efikasna zgrada)
81000 Podgorica, Crna Gora

The task under this Terms of Reference falls within *Component 2, Output 3.1: Best-practice standards for nature-based BD friendly tourism developed and endorsed* and it aims to develop comprehensive guidelines accompanied with the capacity-building programs to help businesses adopt sustainable practices in their operations.

II Objectives of the assignment:

The primary objective of this assignment is to enhance the capacity of Montenegro's business sector to effectively integrate sustainability principles into their operations. This will be achieved by developing practical, user-friendly guidelines and tools tailored to the national context and by designing and delivering an accompanying capacity-building program. The program will focus on equipping stakeholders with the knowledge and practical skills needed to implement sustainable business practices and improve their environmental and social performance.

The engaged expert will be responsible for the following tasks:

- Perform needs and capacity assessment in order to assess the current sustainability practices and capacities of the Montenegrin business sector, identifying knowledge and capacity gaps. The insights for the assessment should be gathered through desk top research and stakeholder consultations.
- Develop practical, user-friendly guidelines on sustainability in business operations based on the needs and capacity assessment, tailored to Montenegrin context. The guidelines should cover mainstreaming corporate social and environmental responsibility, Environmental and Social Governance (ESG) standards, climate risk assessment and resilience. The guidelines should contain practical tools for mainstreaming corporate responsibility and ESG reporting. Apart from the national requirements, the guidelines should take into consideration international standards and best practices, while ensuring they are aligned with the Montenegrin business sector needs and capacities.
- On the basis of the guidelines, design the most appropriate capacity building program for the business sector stakeholders, in order to enhance their understanding of environmental and social responsibility, ESG principles, climate change risks and resilience, and improve their practical skills for mainstreaming these issues into their operations and business models. Deliver the capacity building program through interactive in-person training sessions.

The engaged expert will work closely with the project's Chief Technical Advisor during the process of preparing the information.



III Job content

- Conduct an in-depth desk research of the relevant sources in order to identify and extract information necessary to develop the guidelines for sustainability in business operations. The sources of inputs required for the assignment include relevant policy documents, published peer reviewed and grey literature, national statistical and other databases, relevant international guidelines, outputs of the ongoing projects, as well as consultations with the relevant national stakeholders.
- Conduct consultations with the national stakeholders through interviews, focus groups, surveys, in order to perform capacity and needs assessment and obtain relevant data, insights and feedback, to ensure that the guidelines reflect the needs and challenges of the stakeholder group.
- Design and deliver capacity building program to equip stakeholders with practical skills and knowledge for integrating sustainability into business operations.
- Prepare briefs, reports, and inputs for the Project Implementation Unit (PIU) to support the smooth execution and monitoring of the assignment .

IV. Expected deliverables:

- Inception report, outlining the methodology, work plan and timeline
- Report on the capacity and needs assessment
- Draft Guidelines on sustainable business practices
- Final Guidelines on the sustainability in business operations, incorporating feedback from stakeholders and Project Implementation Unit
- Training materials for capacity building workshops, including presentations, handouts, checklists and other relevant materials and training tools
- In person training on sustainability in business operations delivered to relevant stakeholders
- Final narrative report to the Project Implementation Unit, containing lessons learned and other recommendations for the future process.

The engaged expert is expected to report to the Project Manager and Chief Technical Specialist through phone calls, e-mails, and online meetings.

The Consultant will submit all the agreed contract deliverables in electronic form, in the appropriate file formats in Montenegrin language.



V. Timeframe:

The assignment should be implemented in 20 working days within the period of 15 March – 15 September 2025.

VI Competencies:

- Demonstrates integrity and ethics;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to perform results-based management and reporting;
- Builds strong relationships with stakeholders, focuses on impact and result for them
- Responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Excellent communication skills and capacity to compose clear and readable narrative reports both in English and local language;
- Demonstrates ability to manage complexities and work under pressure
- Conflict resolution skills;
- Excellent organizational and time management skills;
- Shares knowledge and experience;
- Ability to perform a variety of standard tasks related to Results Management, including collecting of documentation, data entering, preparation of revisions, filling, provision of information;
- Ability to work independently and in a team.

VII. Qualifications and expertise:

- Degree in the fields of sustainability/ environmental sciences/ management/ business/ economics and related. Higher level degree will be considered an asset;
- Additional certifications in Environmental and Social Governance (ESG), Corporate Sustainability, or Sustainability Reporting (e.g., GRI, SASB) are considered a strong asset;
- A minimum of 7 years professional experience in developing sustainable business strategies, or corporate responsibility programs;
- In-depth knowledge of corporate sustainability practices, ESG reporting, climate risk assessment, and environmental and social risk management;
- Proven experience in conducting needs and capacity assessments, particularly in the context of sustainability and business operations;



- Demonstrated experience in preparing practical guidelines, policy recommendations, or toolkits for sustainable business practices;
- Demonstrated experience in designing and conducting capacity building programs for businesses will be considered a strong asset;
- Strong analytical and research skills, with the ability to synthesize complex information into actionable insights;
- Demonstrated knowledge of English language (writing, speaking and reading).

VIII. Application procedure:

Candidates must submit their applications, via email to the following email address irena.krivokapic@mers.gov.me and/or irenakrivokapic@gmail.com clearly specifying the job for which the candidate is applying for.

For the application to be valid, the following needs to be provided:

- A Curriculum vitae CV (Europass format is preferred);
- Filled in reference form (Annex 1 of this ToR)
- A signed declaration in Annex 2.

Applications must be delivered/drafted in English. Incomplete applications will not be taken into consideration. Applications must be sent by email no later than 17 February 2025, CET. Only shortlisted candidates will be contacted for the interviews.

The Project Implementation Unit reserves the right to request additional documentation and to schedule a written test for candidates, should they deem necessary for the evaluation process.

Term of reference approved by:

Name and title: Zoran Dabetić, National Project Director

Signature: 

Date: 30 January 2025