

Description of Requirements

<p>Context of the Requirement</p>	<p>Protected area management in Montenegro faces a multitude of challenges that hinder its effectiveness and sustainability. The challenges can be broadly categorised into legal, policy and management deficiencies.</p> <p>In terms of the legal framework, the main acts governing protected areas are the <i>Law on Nature Protection</i> (currently in revision) and <i>Law on National Parks</i>, but there is a significant absence of specific bylaws that further regulate protected area management. This results in inconsistencies in management efforts and effectiveness both among and within the protected areas.</p> <p>Regarding the policy framework, there is a general absence of comprehensive strategic planning in protected areas, which hampers the ability to set clear, long-term objectives and targets, often leading to <i>ad hoc</i> and reactive management practices. In addition, the existing policy framework does not facilitate the harmonisation of management plans and processes across different protected areas. It also fails to establish a unified monitoring and evaluation system, which would allow the assessment of the overall effectiveness of the protected area network and facilitate informed decision-making. Such a situation results in fragmented efforts of limited effectiveness and sustainability, hampering the achievement of national nature protection goals.</p> <p>Furthermore, legal and policy frameworks as well as management practices also need to mainstream the most up to date requirements and guidelines of global nature protection policies, such as the newly forged Global Biodiversity Framework.</p> <p>Apart from the above, one of the main obstacles to the effective management of protected areas is the capacity of the managing bodies. Many of the staff members currently employed in protected areas lack the knowledge and skills that are crucial for effective protected area management. In particular, this includes the capacities for:</p> <ul style="list-style-type: none"> - strategic planning and adaptive management – despite the obligation to have management plans with clearly outlined objectives, measures, and activities, there are significant deficiencies in the capacities for their preparation, implementation, monitoring and evaluation. Some protected areas lack management plans altogether, while others fail to apply the principles of strategic planning and adaptive management. This issue is particularly critical given the necessity for planning in response to the long-term effects of climate change. Ensuring robust strategic planning and adaptive management is essential for the effective and sustainable management of protected areas in the context of changing climate and resulting socio-economic impacts. - sustainable financing - the resources currently allocated to protected areas are insufficient to cover the costs associated with effective management and conservation efforts, which affects all aspects of protected area operations, from basic infrastructure maintenance to the implementation of conservation efforts. Furthermore, protected area managers lack
-----------------------------------	---

	<p>capacities to seek and mobilise alternative and sustainable financing sources and apply business models to their operations.</p> <p>- conducting participatory and transparent management processes - effective management of protected areas relies on the collaboration and support of various stakeholders, including local communities, governmental and non-governmental organisations, and the private sector. Poor communication and lack of transparency can lead to misunderstandings, conflicts, diminished public support for conservation initiatives, as well as missed opportunities for leveraging local knowledge and stewardship, all of which is chronically present in the Montenegrin protected area system.</p> <p>Apart from the above systemic deficiencies, the situation is further complicated by the negative effects of climate change in the form of droughts and wildfires, extreme weather events, changes in water availability and invasive species, all of which pose a significant threat to biodiversity and ecosystem stability. The vulnerability of protected areas to these negative effects of climate change adds an additional layer of complexity to the whole issue, making it even more imperative to improve the system and secure adequate funding to adapt to and mitigate these impacts.</p> <p>In summary, the management of protected areas in Montenegro is impeded by a combination of legal, policy, institutional, and financial challenges and as of recently adverse effects of climate change. Addressing these issues requires a coordinated approach that involves updating the legal and policy frameworks, enhancing management capacities, fostering partnerships with stakeholders, all the while ensuring that a mid- to long-term planning process accounts for the expected impacts of climate change. Only through such comprehensive efforts can the long-term preservation of Montenegro's natural heritage be ensured.</p>
<p>Brief Description of the Required Services</p>	<p>The purpose of this Request for Services is to secure a competent team of experts that will be able to provide comprehensive, practical and innovative guidelines for enhancing the effectiveness of protected areas and associated legal solutions for its implementation, as well as secure initial capacities for implementation through “learning by doing” approach, with a clear roadmap for future capacity building efforts.</p> <p>This assignment will take a multi-pronged approach to improve the effectiveness of protected area management in Montenegro.</p> <p>First, the process will strengthen the legal framework for protected areas by developing a relevant bylaw of the <i>Law on Nature Protection</i>.</p> <p>Secondly, the process will strengthen the policy framework for protected areas in Montenegro. This will involve developing a comprehensive toolbox with a set of guidelines for effective management of protected areas, and improving transparency and inclusivity in management processes.</p> <p>Thirdly, the process will build capacity through piloting contemporary management approaches in specific protected areas. This "learning by doing" approach will allow for testing and refining these methods in a real-world setting.</p>

Ultimately, these actions are expected to enhance Montenegro's resilience to climate change by improving its ability to plan and manage protected areas effectively in the context of climate change adaptation.

The work will consist of the following main tasks:

1. Strengthen the legal framework for protected areas by developing a bylaw under the *Law on Nature Protection* that details the process of creating management plans, specifies their contents, and outlines procedures for monitoring, evaluation, reporting, enforcement, and compliance.

2. Strengthen the policy framework for protected areas through developing a comprehensive *Toolbox for Effective Management of Protected Areas*, which elaborates the procedures, processes and requirements for effective management planning. This should encompass the following:

a) Updating the existing *Guidelines for Protected Areas' Management Plans* and *Guidelines on Protected Areas' Annual Management Programs* to be aligned with the new *Law on Nature Protection*, the draft bylaw on management plans, as well as to incorporate the lessons learned from the implementation and the current situation in the field.

b) Developing *Guidelines on Evaluation of Management Effectiveness and Adaptive Management of Protected Areas* elaborating how to define indicators for monitoring the outcomes of management activities, conduct monitoring, evaluation and reporting, with the particular focus on iterative decision making process.

- Developing *Guidelines on Climate Change Adaptation in Protected Areas* by tailoring the existing *Methodology for Vulnerability Assessment of Climate Change Impacts and Planning for Climate Change Adaptation* to the specific context of the protected area system.

- Developing *Guidelines on Participatory and Transparent Management of Protected Areas* detailing stakeholder engagement in planning, activity implementation, monitoring, and reporting. These guidelines should also include instructions on preparing stakeholder engagement plans, and should mainstream gender issues to promote inclusivity and equity.

- Developing *Guidelines on Data Management for Protected Areas* elaborating data management for protected areas (with particular focus on spatial data), proposing the most feasible data management system and protocols for data sharing between managers and the Environmental Protection Agency

- Developing *Guidelines on Incorporating the Management of Ecological Network and International Designations within Protected Areas* elaborating how to integrate the specific requirements of managing Natura 2000 sites and international designations into protected areas, with respect to legal and policy alignment

- Developing *Guidelines on Visitor Management in Protected Areas* elaborating how to assess biological, physical, social, and managerial carrying capacities, manage visitor infrastructure

	<p>and behaviour, balance conservation with visitation, and implement interpretation and educational programs</p> <p>- Developing <i>Guidelines on Sustainable Financing of Protected Areas</i> providing guidance on financial management, creating tailored business plans, identifying potential income sources, including development of a portfolio of potential financing sources.</p> <p>This set of documents should include practical examples and best practice cases to provide clear guidance for protected area managers.</p> <p>3. Strengthen the capacities of protected area managers by applying the „learning by doing“ approach.</p> <p>In this respect, the Service Provider will apply contemporary management approaches and best practices in the process of preparing the Management Plan for National Park Durmitor and business plan for Nature Park Ulcinj Salinas. The Service Provider will work closely with the managing body of these protected areas, provide guidance on how to apply the management approaches and oversee the development of these documents, all the while offering continuous feedback and support to the protected areas’ staff, as a way of building their capacity. The capacity and needs assessment arising from this process will feed into elaboration of the guidelines within the <i>Toolbox</i>.</p> <p>The Service Provider will document the entire process and propose recommendations through a comprehensive „lessons learned“ report. Based on this report, the Service Provider will also develop a systematic and targeted capacity-building plan for protected area management bodies, tailored to different staff categories (management, technical staff, and rangers/law enforcement) and the specific capacities required to successfully fulfil their job responsibilities and achieve protection outcomes. The plan will focus on relevant topics derived from all components of the <i>Toolbox</i> and the assessment of baseline capacities obtained through the process.</p> <p>It is crucial that the entire process is closely interlinked with and maximises synergy with the ongoing implementation of the BIOFIN project and the preparation of the new <i>National Biodiversity Strategy and Action Plan</i>.</p> <p>Details of the tasks are provided in Annex 3 of this Terms of Reference.</p>
<p>List and Description of Expected Outputs to be Delivered</p>	<p>Based on the above, the Service Provider is expected to deliver the following outputs:</p> <ol style="list-style-type: none"> 1. Developed and delivered bylaw on protected area management plans <p>Developed Toolbox for Effective Management of Protected Areas, including:</p> <ol style="list-style-type: none"> 2. Updated existing <i>Guidelines for Protected Area Management Plans and Guidelines on Protected Area Annual Management Programs</i> 3. <i>Guidelines on Evaluation of Management Effectiveness and Adaptive Management of Protected Areas</i> 4. <i>Guidelines on Climate Change Adaptation in Protected Areas</i>

	<p>5. <i>Guidelines on Participatory and Transparent Management of Protected Areas</i></p> <p>6. <i>Guidelines on Data Management for Protected Areas</i></p> <p>7. <i>Guidelines on Incorporating the Management of Ecological Network and International Designations within Protected Areas</i></p> <p>8. <i>Guidelines on Visitor Management in Protected Areas</i></p> <p>9. <i>Guidelines on Sustainable Financing of Protected Areas</i></p> <p>10. Management Plan for National Park Durmitor (including stakeholder engagement plan)</p> <p>11. Business Plan for Nature Park Ulcinj Salina</p> <p>12. Plan for systematic and targeted capacity building program for the staff of protected area management bodies</p> <p>13. Lessons learned report</p>
Person to Supervise the Work/Performance of the Service Provider	All deliverables must be quality reviewed and approved/accepted by the Chief Technical Specialist, Project Manager and Project Director.
Location of work	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> At Contractor's Location and as defined in the ToR
Expected duration of work	During 12 months in period from 15th of July 2024 to 14th of July 2025
Target start date	15th of July 2024
Latest completion date	14th of July 2025
Travels Expected	Yes
Pre-bid conference	N/A
Special Security Requirements	N/A.
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services and proposed team's structure with indicated names and functions (i.e. Team Leader, etc.)	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required Important Remarks: - In case a sub-contracting is envisaged, the majority of the required/ proposed team members (key personnel) must be the Bidder's (legal entity's) employees, including the Team Leader. Bids containing the majority of the proposed team members that are a sub-contractor's personnel shall be rejected. - Under the Project implementation rules, the Bidder is not allowed to subcontract employees of Montenegrin government and public institutions.

Proposal Submission Address	e-mail: irena.krivokapic@mepg.gov.me and irenakrivokapic@gmail.com
Deadline for Submission of Proposal	24th of June 2024 at 14:00h All e-mail correspondence to be clearly marked with the tender number (see the "REFERENCE" field from the 1 st page above). Offers received by the Ministry after the above-mentioned date and time will be rejected and returned to sender unopened.
No. of copies of Proposal that must be submitted via e-mail	Original: 1 electronic copy of technical proposal and 1 electronic copy of financial proposal in separate files, duly marked as Technical Proposal and Financial Proposal, with indicated tender "REFERENCE" number of tender (please see the 1 st page above). Remark: Technical proposals and financial proposals must be submitted in separate emails. The technical proposal should not be password protected. In the eventuality, files containing the technical proposals exceed the 15MB permitted file size for attachments, should be broken down to several files and sent sequentially. Each file should be named as follows: <proposer name–technical proposal file no. N> (N=1, 2, 3, etc). The financial proposals should be sent in PDF format and password protected so that they cannot be opened otherwise. Password for the financial proposal must not be provided to the Ministry until it is formally requested by the Ministry procurement focal point.
All documentations submitted in this proposal, including catalogs, instructions and operating manuals, shall be in English or local language	<input checked="" type="checkbox"/> English or <input checked="" type="checkbox"/> local language Remark: the original documents and copies of original documents submitted by local companies, such as Company Registration Certificate, Tax Payment Certificate, etc. can be in local language.
Documents to be submitted (Technical Proposal envelope)	X Duly Accomplished, Signed and Stamped Form as provided in the Annex 2 , and in accordance with the list of requirements in Annex 1: - one copy <u>without populating proposed pricing information in the Technical Proposal file</u> , and - other copy <u>with the proposed pricing information in the Financial Proposal file (password protected)</u> ; X Documents Establishing Offeror's Eligibility & Qualifications: <ul style="list-style-type: none"> ● Company Profile, which should include a <u>short description of the company and other relevant information concerning the requirements indicated in this document - it should not exceed three (3) pages</u>. ● Certificate of Registration (potvrda o registraciji) of the business, including Articles of Incorporation (akt o osnivanju), or equivalent document if the Bidder is not a corporation. ● Income Statement and Balance Sheet (bilans uspjeha i bilans stanja) for 2022 and 2023; Required minimum turnover for a bidder is 50.000,00 EUR per each of the above-mentioned years.

- **Latest Internal Revenue Certificate / Tax Clearance (potvrda poreske uprave o nepostojanju dugovanja)**, not older than 6 months, confirming that all taxes by the bidder have been paid. Alternatively, bidders may submit signed self-declaration confirming they have requested issuance of the above-mentioned Certificate from the Tax Office and Ministry reserves the right to request submission of this Certificate during the bids evaluation phase as well as the right to disqualify the offer if such Certificate is not swiftly submitted upon the mentioned request;
- Relevant experience in providing similar services such as development of nature protection policy, enhancing protected area management, climate change adaptation, biodiversity conservation, institutional capacity building for environmental/nature protection (minimum two comparable projects in the last five years). The reference list must be submitted using the table provided herein:

Client*	Assignment description	Duration (from-to; Month-Year)	Value in EUR
1.			
2.			

Please insert more rows, if applicable

***Reference details must contain: name of client, name of client's responsible person and his/her phone no. and e-mail address.**

- **Documents establishing Qualifications of proposed team members: Copies of Diplomas and CVs for each proposed team member**, specifying the exact number of years and nature of experience working in the relevant fields. CVs to be submitted in the consistent format that enables evaluation as per the criteria indicated in the attached ToR (no specific format is required). The team must have proven experience in similar projects.
- And all other as required by ToR (Annex 4).

In the case of a joint venture/consortium, provide **consortium agreement** that shall clearly state the leading partner/institution which will be responsible for signing and implementing the contract with the Ministry. In this case, bidders shall also provide **a brief presentation of each member** together with the list of their relevant references/experience. The documentation required in this section must be submitted **for all consortium partners**. The **majority of the required/proposed team members (key personnel) and majority of percentage of the total assignment must be the Lead Partner's responsibility**. Under the Creative concept/Methodology, a brief **description of each partner's responsibilities and related percentages of envisaged work must be stated**.

Currency of Proposal	Euro
Value Added Tax on Price Proposal	Must be inclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days

submission of quotes)	In exceptional circumstances, the Ministry may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	Not permitted
Liquidated Damages	<input type="checkbox"/> Will not be imposed <input checked="" type="checkbox"/> Will be imposed under the following conditions: Percentage of contract price per day of delay: 1% Max. no. of days of delay: 15 days Next course of action: Ministry may cancel the Contract.
Payment Terms	The latest within thirty (30) days from the date of meeting the following conditions: a) Ministry's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	The outputs are to be approved by the Chief Technical Specialist, Project manager, and Project Director who will issue clearances for payments.
Type of Contract to be Signed	<input checked="" type="checkbox"/> Service contract
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers (threshold 70% points obtained in the technical evaluation) <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)
Criteria for the Assessment of Proposal	Technical Proposal <input checked="" type="checkbox"/> Expertise and experience of the Bidder (20,00%) <input checked="" type="checkbox"/> Proposed Methodology/Creative concept for the Completion of Services (20%) <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel (60,00%)
Ministry will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors:
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed ToR(Annex3) <input checked="" type="checkbox"/> Requested expertise (Annex4) <input checked="" type="checkbox"/> Technical Evaluation Criteria (Annex 5)

<p>Contact Person for Inquiries (Written inquiries only):</p>	<p>irena.krivokapic@mepg.gov.me and irenakrivokapic@gmail.com</p> <p>(indicate clearly the tender “REFERENCE” number from the 1st page above on all correspondence/Subject of an e-mail query)</p> <p>IMPORTANT REMARK: Bidders are requested to visit daily the Ministry website at https://www.gov.me/mert in order to check for potential tender updates and/or questions and answers documents.</p> <p>Any delay in the Ministry's response shall be not used as a reason for extending the deadline for submission, unless the Ministry determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
<p>Right to accept any proposal and to reject any or all proposals</p>	<p>Ministry reserves the right to accept or reject any proposals, and to annul the proposal process and reject all proposals at any time prior to contract award, without thereby incurring any liability to the affected proposer or proposers or any obligation to inform the affected proposer or proposers of the grounds for Ministry’s action. Ministry shall not be obliged to award the contract to the lowest priced offer.</p>
<p>Deadline for Inquiries:</p>	<p>Two (2) days before the submission date.</p>