

ANNEX 2: Terms of Reference

A. Project title

Strategic framework for governance of protected area system in Montenegro

B. Project Description

1. Context and Rationale

Montenegro has made significant progress in nature conservation over the past decades through the establishment and expansion of its protected area network. Protected areas, covering almost 14% of territory, currently represent one of the main instruments for biodiversity conservation and implementation of national nature protection policy. At the same time, Montenegro has committed to further strengthening its conservation efforts through implementation of the Kunming-Montreal Global Biodiversity Framework (GBF), achievement of the global 30x30 target, establishment of the first ecological network as part of the EU accession process, and development of a more integrated and effective system for biodiversity conservation.

These developments require not only expansion of the area under protection, but also the establishment of governance arrangements capable of ensuring effective management, coordination, and long-term conservation outcomes. International experience increasingly demonstrates that conservation success depends not only on the designation of protected areas, but also on the quality of governance systems, stakeholder participation, institutional capacities, and mechanisms for coordination across landscapes and sectors.

While Montenegro has established a relatively diverse network of protected areas, the governance system remains fragmented and largely focused on individual protected areas functioning as separate management units. Existing governance arrangements have evolved over time and differ considerably among protected areas in terms of legal status, institutional setup, management structures, financing mechanisms, and stakeholder involvement. As a result, the protected area system does not yet operate as a coherent and ecologically connected network capable of addressing biodiversity conservation at landscape scale.

The ongoing establishment of Montenegro's first ecological network further highlights the need to strengthen governance arrangements for biodiversity conservation. Unlike traditional protected areas, ecological networks extend beyond formally protected sites and encompass a broader landscape approach that requires coordination among multiple sectors, institutions, landowners, resource users, local communities, and other stakeholders. Their effective management depends on governance mechanisms capable of ensuring cooperation across administrative boundaries, balancing conservation objectives with sustainable land use, and maintaining ecological connectivity between important biodiversity areas. At present, Montenegro has not yet defined the governance models, institutional arrangements, coordination mechanisms, and stakeholder engagement approaches required to support the effective implementation and long-term management of such a network.

Furthermore, the current legal and policy framework does not fully address the diversity of governance approaches recognised by international standards and good practice. Existing legislation primarily focuses on public governance arrangements and provides limited guidance on alternative governance models such as collaborative governance, co-management arrangements, community-based governance, private conservation initiatives, or partnerships involving civil society and the private sector.

In addition to governance challenges, there are important institutional, technical, human resource, and financial constraints that affect the effectiveness of protected area management. These include varying institutional capacities among protected area managers, insufficient coordination between institutions and sectors, limited opportunities for stakeholder participation, lack of systematic capacity development programmes, and inadequate financial mechanisms to support long-term management and conservation objectives.

At present, Montenegro does not have a comprehensive analysis of protected area governance that examines the adequacy of the existing legal, institutional, policy, operational, and financial framework in relation to current and future conservation objectives. Nor does it have a strategic roadmap for how governance arrangements should evolve to support implementation of national biodiversity policy, achievement of national and international biodiversity targets, management of the future ecological network, and strengthening of ecological connectivity across the landscape. Furthermore, there has been no systematic assessment of institutional, technical, human resource, and financial capacities required to effectively implement these increasingly complex governance responsibilities.

In this context, there is a need to undertake an in-depth assessment of protected area governance and to develop recommendations for its improvement. The assessment should analyse existing governance arrangements, identify gaps and constraints, evaluate alternative governance models, assess institutional and capacity needs, and propose reforms necessary to establish a more effective, inclusive, and resilient governance system. Attention should be given to identifying capacity development needs and designing measures to strengthen the ability of institutions, protected area managers, and other stakeholders to implement network-based conservation approaches, integrate ecological network and connectivity considerations into management and decision-making processes, and fulfil future governance, planning, monitoring, and reporting responsibilities.

2. Overall Objective of the Project

Overall Objective

To assess and strengthen the governance framework for protected areas and the emerging ecological network in Montenegro through analysis of existing legal, institutional, policy, operational, and financial arrangements, and development of recommendations, governance models, capacity building approaches and implementation mechanisms that support effective, inclusive, and sustainable biodiversity conservation in line with national priorities and international commitments and good practices.

Specific Objectives

- Assess the current governance system for protected areas, including legal, institutional, operational, financial, and coordination arrangements.
- Evaluate the adequacy of existing governance arrangements in relation to national biodiversity objectives, the emerging ecological network and relevant international commitments, standards and best practices.
- Identify governance gaps, overlaps, inconsistencies, and constraints that affect the effectiveness, inclusiveness, and sustainability of protected area management.
- Assess the potential application of different governance models, including public, private, community-based, collaborative, and co-management approaches, and identify the most suitable options
- Propose the enabling conditions and assess opportunities for integration of Other Effective Area-Based Conservation Measures (OECMs) into the national conservation system.
- Evaluate institutional, human resource, technical, and financial capacities required for effective governance and management of protected areas and ecological network.
- Develop and deliver targeted capacity-building activities on integrating ecological network (Natura 2000) requirements, ecological connectivity objectives, and network-based conservation approaches into protected area governance, management planning, and implementation
- Identify legal and regulatory reforms necessary to support diversified governance models, ecological network management, and improved stakeholder participation.
- Develop recommendations for optimal governance arrangements for protected areas, ecological network, and different categories of conservation areas.
- Prepare a roadmap for implementation of governance reforms, including institutional strengthening, capacity development, financing mechanisms, and coordination arrangements.
- Develop a financing framework to support long-term sustainability of the proposed governance system.
- Propose a capacity-building programme to support implementation, governance effectiveness, and adaptive management.

C. Scope of Work

The selected Service Provider (Company) shall be responsible for providing overall technical leadership, coordination, and quality assurance for the following tasks:

Inception and Methodological Framework

This phase will establish the analytical approach, methodology, stakeholder engagement process, and detailed work plan for implementation of the assignment.

Tasks:

- Review relevant project documentation, legislation, policies, strategies, studies, and international guidance.
- Develop the overall methodology, analytical framework, and work plan for the assignment.
- Identify and map relevant stakeholders and institutions involved in protected area governance.
- Develop a stakeholder consultation and engagement plan.
- Conduct inception consultations with key institutions and stakeholders.

Assessment of the Existing Governance System

This phase will assess the current governance framework for protected areas and identify strengths, weaknesses, and challenges affecting its effectiveness.

Tasks:

- Analyse the existing legal, policy, institutional, and operational framework for protected area governance.
- Assess current governance arrangements and management structures for protected areas.
- Assess the legal status, mandates, roles, and operational effectiveness of protected area managers.
- Analyse existing institutional coordination mechanisms and governance arrangements.
- Review governance arrangements in situations involving overlapping mandates and responsibilities among institutions and sectors.

Gap Analysis and International Alignment

This phase will assess the extent to which the current governance framework aligns with national priorities and international commitments, standards and best practices.

Tasks:

- Identify gaps, inconsistencies, and barriers within the existing governance framework.
- Assess readiness for governance of the future ecological network.
- Analyse alignment with relevant ecological network requirements.
- Review governance arrangements against IUCN governance types and management effectiveness standards.
- Review relevant UNESCO and other international governance frameworks and good practices.
- Identify areas requiring institutional, legal, or policy reform.

Governance Models and Network-Based Conservation Approaches

This phase will evaluate alternative governance options and identify suitable governance approaches for different conservation contexts.

Tasks:

- Analyse and compare alternative governance models, including public, private, community-based, collaborative, co-management, and public-private partnership approaches.
- Assess legal feasibility and institutional implications of different governance models.
- Conduct cost-benefit analysis of governance options.
- Propose enabling conditions for integration of OECMs into the national conservation framework.
- Analyse options for strengthening ecological connectivity and network-level governance across protected areas.

Institutional, Capacity and Financial Assessment

This phase will assess institutional, human, technical, and financial capacities required for effective governance and management.

Tasks:

- Assess institutional capacities and governance arrangements.
- Assess human resource capacities, staffing needs, and training requirements.
- Assess technical capacities, equipment needs, and operational requirements.
- Assess financial sustainability, financing mechanisms, and resource gaps.
- Identify capacity constraints affecting effective governance and management.

Governance Reform and System Design

This phase will develop recommendations and proposals for strengthening the governance framework and enabling more effective and inclusive conservation management.

Tasks:

- Identify required legal and regulatory reforms.
- Propose amendments to relevant legislation and by-laws.
- Develop recommendations for institutional reforms and governance improvements.
- Define optimal governance models for the national protected area system, ecological network, OECMs, and different categories of protected areas.
- Define enabling legal, institutional, technical, and financial conditions required for implementation.

Reform Roadmap

This phase will develop practical implementation mechanisms to support transition towards improved governance arrangements.

Tasks:

- Develop a five-year roadmap for governance reform and implementation.
- Define priority legislative, institutional, and operational actions.
- Estimate costs associated with implementation of proposed governance models.
- Identify financing mechanisms, funding opportunities, and resource mobilisation options.
- Develop recommendations for long-term financial sustainability.
- Present and validate final recommendations, governance models, and implementation measures with stakeholders and responsible institutions.

Capacity Building

This phase will ensure that proposed governance reforms can be effectively implemented, monitored, and continuously improved over time, while strengthening institutional capacities for governance of protected areas, ecological networks, and ecological connectivity.

Tasks:

- Identify priority training needs, capacity gaps, and institutional strengthening measures related to protected area governance, ecological network management, ecological connectivity, and network-based conservation approaches.
- Develop a capacity-building programme for relevant institutions and protected area managers.
- Develop and deliver targeted capacity-building activities on integration of Natura 2000 requirements, ecological connectivity objectives, and network-based conservation approaches into protected area management planning, monitoring, and implementation.
- Build understanding of governance implications arising from the ecological network, including coordination mechanisms, stakeholder engagement, management responsibilities, and integration with the existing protected area system.

Throughout the assignment, the Service Provider shall ensure that the assessments, consultations, and all propositions adequately consider gender equality and social inclusion principles. This shall include promoting meaningful participation of women and relevant stakeholder groups in consultation processes, assessing

barriers to participation in governance and decision-making, identifying opportunities for more inclusive governance arrangements, and integrating gender-responsive and socially inclusive approaches into proposed governance reforms, capacity-building programmes, and governance effectiveness monitoring frameworks, where relevant and appropriate.

D. Expected Outputs and Deliverables

The Service Provider shall deliver the outputs and specific deliverables listed below in a logical sequence aligned with the process. Indicative timeframes are expressed as periods counted from the date of contract signing. Exact dates shall be confirmed in the approved Inception Report. All deliverables shall be subject to technical review and validation by the Implementing Entity and formal contractual acceptance in accordance with the agreed institutional arrangements.

Deliverable / Output	Description	Indicative Timing	Review and Approval
Inception report	Including methodology, analytical framework, work plan, stakeholder mapping, consultation approach, and implementation schedule for the assignment.	Within 1 month of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development
Baseline assessment report	Assessment of the existing legal, institutional, operational, governance, management, coordination, and capacity framework for protected areas and the emerging ecological network.	Within month 4	Ministry of Ecology, Sustainable Development and Northern Region Development
Gap Analysis and Governance Options Report	Analysis of governance gaps, alignment with international standards and good practices, assessment of alternative governance models, network-based governance approaches, and opportunities for OECM integration.	Within month 4	Ministry of Ecology, Sustainable Development and Northern Region Development
Capacity Building Programme on Integration of Ecological Network and Connectivity Requirements for protected area managers	Design and deliver workshops and training materials for protected area managers on integrating ecological network (Natura 2000) requirements, ecological connectivity objectives and network-based conservation approaches into management planning	Within month 5	Ministry of Ecology, Sustainable Development and Northern Region Development
Draft Governance Reform and Implementation Framework	Draft framework containing proposed legal, institutional, and governance reforms, recommended governance models, implementation arrangements, five-year roadmap, financing and sustainability measures, capacity development programme, and governance effectiveness monitoring framework.	Within month 5	Ministry of Ecology, Sustainable Development and Northern Region Development
Final Protected Area Governance Framework	Finalised framework incorporating stakeholder feedback and validation results, including all analyses, recommendations, implementation measures, financing arrangements, capacity development measures, monitoring provisions, and supporting documentation required for implementation of governance reforms.	Month 6	Ministry of Ecology, Sustainable Development and Northern Region Development

Total estimated duration: 6 months

D.2 Quality Standards

All deliverables shall:

- Be prepared in English (unless otherwise agreed);
- Integrate inputs from international and national experts into a single coherent proposal

D.3 Review and Acceptance

Each deliverable shall be reviewed within an indicative period of up to ten (10) working days following submission. The Company shall address comments and revise deliverables within timeframes agreed with the IP. Formal acceptance of deliverables shall be confirmed in writing by the designated approving authority.

E. Institutional Arrangement

Institutional oversight and reporting lines

The contract shall be administered and managed by Ministry of Ecology, Sustainable Development and Northern Region, which shall retain overall contractual authority, including contract supervision, performance monitoring, and formal acceptance of deliverables.

All key deliverables shall be subject to joint review by Ministry of Ecology, Sustainable Development and Northern Region and UNDP, with final contractual acceptance and payment authorization resting with Ministry of Ecology, Sustainable Development and Northern Region.

Contractor Management Structure

The Company shall designate a Project Manager who shall serve as the primary operational point of contact with IP. The Project Manager shall be responsible for:

- overall coordination of project activities;
- day-to-day communication with stakeholders;
- monitoring implementation progress;
- ensuring timely delivery of outputs;
- quality assurance of all deliverables.

The Company shall establish an appropriately qualified Project Team responsible for the execution of technical and substantive tasks under this assignment.

Progress Reporting

The Company shall submit monthly progress reports to IP.

Each report shall include, at a minimum:

- summary of activities performed;
- progress against milestones;
- risks and challenges encountered;
- mitigation measures;
- planned activities for the next reporting period.

Ministry may request ad-hoc briefings or presentations on project progress as required.

F. Duration of the Work

a) Duration of the assignment

The assignment is expected to be implemented over a fixed-term period, with a clearly defined start and end date, and an estimated overall duration of approximately 6 months, taking into account the scope, complexity and phased delivery of outputs.

b) Start date and expected completion

The assignment is expected to commence within two (2) weeks of contract signing, subject to the completion of contractual formalities and the availability of initial inputs and documentation.

The expected completion date is set at approximately 6 months from the commencement date, in line with the agreed scope of work and the phased delivery of outputs.

Any adjustments to the start date or completion timeline may be agreed in writing between IP and the Company where external factors — such as delays in data availability, regulatory changes or force majeure events — materially affect the implementation schedule.

c) Review, feedback and acceptance of deliverables

For each deliverable submitted under the assignment, an estimated review and approval period of up to ten (10) working days shall apply.

During this period, UNDP may provide comments, requests for clarification or requests for revisions. The Company shall address such comments within a timeframe to be agreed with the Project Implementing Partner. Formal acceptance of each deliverable shall be confirmed in writing by the designated approving authority.

d) Time sensitivity and implications of delays

The assignment is considered time-sensitive.

Any significant delay in the completion of the assignment may adversely affect the sequencing of subsequent project phases, the timely achievement of regulatory objectives, and the overall effectiveness of supervisory processes.

H. Qualifications of the Successful Individual Company

The selected Company must demonstrate the technical, organizational, and financial capacity required to successfully lead and coordinate the preparation of an financial plans in accordance with the ToR standards.

H.1 Corporate Registration and Relevant Experience

The Company must be a legally registered entity authorized to provide professional consulting services in fields relevant to biodiversity conservation and finance, climate change adaptation, climate finance, disaster risk reduction, environmental and social safeguards, or related disciplines.

H.2 Technical and Organizational Capacity

The Company shall demonstrate strong technical leadership, coordination, and delivery capacity for complex, multi-component assignments related to biodiversity conservation, ecosystem management, nature protection planning, and sustainable natural resource management. This includes:

- Proven ability to manage and deliver multidisciplinary assignments involving biodiversity planning, ecosystem conservation and restoration, strategic planning, stakeholder engagement, and institutional coordination;
- Experience coordinating teams of international and national experts, ensuring effective collaboration and timely delivery of outputs;
- Demonstrated capacity to lead participatory processes involving public institutions, protected area managers, local communities, private sector actors, academia, and civil society organisations;
- Strong project management and organisational skills, including the ability to deliver high-quality outputs within defined timelines;
- Established internal quality assurance mechanisms to ensure consistency, methodological rigour, and technical soundness of all deliverables.

The Company must demonstrate in-house expertise or access to qualified experts in the following areas:

Multidisciplinary knowledge in the fields of:

- Protected area governance and management.
- Ecological networks and landscape-scale conservation planning.
- Environmental governance, public administration, and institutional development.

- Protected area financing and financial sustainability.
- Natural resource management and sustainable development.
- Participatory governance, stakeholder engagement, and collaborative management approaches.

Previous experience in preparing:

- Strategic documents, governance frameworks, roadmaps, action plans, or policy recommendations related to biodiversity conservation and protected areas.
- Institutional analyses, capacity assessments, and organisational development plans.
- Legal and regulatory reviews, including recommendations for legislative and policy reforms.
- Financing strategies, business plans, financial sustainability assessments, or resource mobilisation frameworks.
- Capacity-building programmes, stakeholder engagement strategies, or governance effectiveness assessment frameworks.

Familiarity with:

- National legislation, policies, and institutional arrangements relevant to nature protection and protected areas.
- EU nature conservation policy and ecological network requirements.
- IUCN protected area governance types, management effectiveness frameworks, and related guidance.
- UNESCO designations and governance approaches where relevant.
- International biodiversity frameworks, including the Convention on Biological Diversity (CBD) and the Kunming-Montreal Global Biodiversity Framework (GBF).
- Concepts and approaches related to Other Effective Area-Based Conservation Measures (OECMs).

Technical expertise:

- Assessment of governance systems, institutional performance, and management arrangements.
- Institutional strengthening and organisational development.
- Legal and policy analysis and development of reform recommendations.
- Capacity assessment and capacity development planning.
- Financial analysis, business planning, and development of financing mechanisms for conservation.
- Stakeholder mapping, consultation processes, facilitation, and participatory approaches.

The following will be considered an asset:

- Previous experience in Montenegro or the Western Balkans region.
- Experience related to establishment and governance of ecological networks.
- Experience supporting implementation of CBD, GBF, EU nature directives, or similar international biodiversity frameworks.

H.3 Human Resources and Key Personnel

The Company shall propose a core expert team, contracted under the Company, at a minimum including:

Team Leader / Protected Area Governance and Institutional Development Expert

Shall provide overall technical leadership and coordination of the assignment and be responsible for the quality assurance and integration of all outputs. The expert shall lead the governance assessment, institutional analysis, development of governance reform proposals, stakeholder engagement processes, and preparation of final recommendations.

Required expertise:

- Demonstrated experience in protected area governance, environmental governance, institutional development, or governance reform processes.

- Demonstrated experience in strategic planning, policy development, and preparation of governance frameworks, roadmaps, or reform programmes.
- Proven experience in facilitating multi-stakeholder governance processes and institutional coordination involving public authorities, civil society, local communities, and other stakeholders.
- Demonstrated experience in organisational development, institutional strengthening, and capacity development.
- Proven experience in leading multidisciplinary teams and coordinating complex assignments involving multiple thematic areas and stakeholders.

Protected Area Governance Expert

The expert shall lead the technical assessment of governance arrangements for protected areas and ecological networks.

Required expertise:

- Demonstrated experience in protected area governance and management systems.
- Previous experience in governance/management of ecological networks
- Proven experience in biodiversity conservation planning and area-based conservation approaches.
- Proven experience in analysing, designing and/or implementing different protected areas governance models
- Demonstrated familiarity with IUCN governance frameworks and international good practices in protected area governance.

Legal and Policy Expert

The expert shall assess the legal and policy framework governing protected areas and ecological networks and develop recommendations for legal and regulatory reforms required to strengthen governance arrangements.

Required expertise:

- Proven experience in legal and regulatory analysis related to protected areas, nature protection, natural resource management, or environmental governance.
- Demonstrated experience in reviewing institutional mandates, governance arrangements, and policy frameworks.
- Proven experience in preparation of legal reform proposals, legislative amendments, or policy recommendations.
- Familiarity with international biodiversity-related legal and policy frameworks and their national implementation.

Institutional Development and Organisational Capacity Expert

The expert shall assess institutional capacities, governance structures, coordination mechanisms, staffing arrangements, and organisational performance, and propose measures for institutional strengthening and capacity development.

Required expertise:

- Demonstrated experience in institutional assessments, organisational development, or public sector reform processes.
- Proven experience in analysing institutional capacities, organisational structures, staffing arrangements, and coordination mechanisms.
- Demonstrated experience in capacity assessment methodologies and identification of institutional strengthening needs.
- Proven experience in development of capacity-building programmes, organisational development plans, or institutional reform measures.

Financial Sustainability and Business Planning Expert

The expert shall assess financial sustainability of governance arrangements, analyse financing mechanisms and management costs, and develop recommendations for long-term financing and resource mobilisation.

Required expertise:

- Demonstrated experience in conservation finance, environmental finance, or financial sustainability assessments.
- Proven experience in analysing financing mechanisms and funding arrangements for protected areas, conservation programmes, or public institutions.
- Demonstrated experience in business planning, financial planning, and development of sustainability strategies.
- Proven experience in preparation of cost analyses, financial models, or economic assessments.
- Demonstrated experience in resource mobilisation, fundraising strategies, or identification of financing opportunities.

Optional experts

- Stakeholder Engagement and Participatory Governance Expert
- Public Administration Reform Expert
- Socio-economic Expert

Minimum Qualifications of Key Experts

Education

All key experts shall possess:

- A university degree (minimum Bachelor's degree) in a relevant field such as biology, ecology, environmental sciences, forestry, geography, natural resource management, biodiversity conservation, environmental policy, public administration, information systems, education, or related disciplines.

The Team Leader should preferably hold an advanced university degree (Master's or PhD) in a relevant discipline.

Professional Experience

- Experience in environmental governance, institutional development, policy implementation, natural resource management, conservation, sustainable development, or related fields.
- Experience in preparation of strategic documents, policy frameworks, action plans, governance frameworks, roadmaps, technical studies, assessments, or reform proposals.
- Experience in analysing institutional arrangements, governance systems, organisational performance, management systems, or policy implementation processes.
- Experience in legal, policy, institutional, technical, financial, or organisational assessments relevant to the assignment.
- Experience in development of recommendations, implementation frameworks, institutional strengthening measures, capacity development programmes, or financing mechanisms.
- Experience in stakeholder engagement, consultation processes, multi-stakeholder dialogue, inter-institutional coordination, or participatory approaches.
- Experience in data collection, analysis, research, evaluation, and preparation of evidence-based recommendations to support decision-making and policy development.

Minimum years of experience:

- Team Leader: minimum 10 years of relevant professional experience;
- Other key experts: minimum 5 years of relevant professional experience.

Skills and Competencies (Mandatory)

- Strong analytical, strategic planning, and problem-solving skills.
- Excellent report-writing, policy drafting, and analytical documentation skills.
- Ability to analyse complex issues and translate findings into practical recommendations.
- Strong communication, presentation, facilitation, and stakeholder engagement skills.
- Ability to work effectively with a range of stakeholders.

- Ability to work as part of a multidisciplinary team and deliver high-quality outputs within agreed timelines.
- Excellent command of written and spoken English.

Additional Qualifications Considered an Asset

- Experience in protected area governance reform, ecological network governance, or development of conservation governance frameworks.
- Experience with IUCN protected area governance types, management effectiveness frameworks, OECMs, or related international conservation approaches.
- Experience with EU nature policy, ecological networks, Natura 2000, and EU accession-related environmental requirements.
- Experience in legal reform processes, institutional restructuring, or development of governance and coordination mechanisms.
- Experience in conservation finance, financial sustainability planning, protected area financing, or business planning.
- Experience working in Montenegro or the Western Balkans region.
- Experience in GEF, UNDP, EU, CBD, UNESCO, or other international biodiversity and environmental projects.
- Experience in integrating gender-responsive and socially inclusive approaches into governance, policy, or institutional development processes.

The Company shall demonstrate its capacity to ensure continuity of services throughout the contract period. Where third-party experts or short-term consultants are engaged, the Company shall retain full responsibility for coordination, quality, and timely delivery of outputs.

H.4 Financial and Legal Capacity

The Company must demonstrate adequate financial and legal standing to perform the contract, in accordance with applicable procurement requirements. Documentary evidence of financial capacity and legal eligibility shall be provided as part of the proposal submission.

The Company must not be subject to any legal, financial, or contractual restrictions that would prevent it from fulfilling the obligations under this assignment.

H.5 Ethical Standards and Compliance

The Company shall comply with applicable ethical standards, including:

- Integrity and transparency in professional conduct;
- Absence of conflicts of interest;
- Commitment to gender equality, inclusiveness, and respect for environmental and social safeguards.

The Company shall confirm its willingness to comply with the policies, procedures, and contractual requirements of the contracting authority and the Implementing Entity.

J. Recommended Presentation of Offer

As requested in the RFP

K. Criteria for Selection of the Best Offer

As described in the RFP