

ANNEX 1: Description of Requirements

<p>Context of the Requirement</p>	<p>Montenegro has made significant progress in expanding its protected area network and strengthening its nature protection policy framework. However, the current protected area system remains largely fragmented, with individual protected areas managed as separate units rather than as components of a coherent, ecologically connected and effectively governed national network. At the same time, Montenegro is undertaking important reforms to meet national biodiversity objectives, international commitments, and EU accession requirements, including expansion of protected areas in line with the 30x30 target and establishment of the first ecological network.</p> <p>These developments place new demands on the governance of protected areas and conservation areas. While the legal and institutional framework provides the foundation for protected area management, it does not fully address the governance requirements of a modern and integrated protected area system. In particular, there is limited consideration of diversified governance models, including collaborative, community-based, private, and shared governance approaches, as promoted by international good practice and IUCN guidance.</p> <p>In addition, the current system faces a number of challenges, including:</p> <ul style="list-style-type: none"> • clear institutional arrangements for network-level governance, • integration of non-state actors (private sector, NGOs, local communities), • mechanisms for introduction of Other Effective Area-Based Conservation Measures (OECMs), • sufficient human, technical and financial capacities, • interaction of existing protected areas with the ecological network (Natura 2000, to be established) • and a strategic approach to ensuring ecological connectivity and effective biodiversity conservation. <p>To date, there hasn't been an assessment of protected area governance, to support current and future conservation objectives, so there is a need to assess the governance system as a whole and to identify options for its improvement. This assignment will provide the analytical basis and strategic recommendations required to strengthen protected area governance in Montenegro and support the development of a coherent, effective, and future-oriented governance framework aligned with national priorities, EU acquis, and relevant international standards and guidance.</p>
<p>Brief Description of the Required Services</p>	<p>The selected Company shall provide technical expertise to assess, analyse, and develop recommendations for strengthening the governance of Montenegro's protected area system and future ecological network. The assignment will include an in-depth review of the existing legal, institutional, policy, operational, and financial framework governing protected areas, including an assessment of current governance arrangements, management structures, capacities, and coordination mechanisms.</p> <p>Building on this assessment, the Company shall identify gaps and challenges in relation to national biodiversity objectives, ecological network requirements, IUCN governance standards, and other relevant international frameworks, as well as analyse and compare alternative governance models</p>

	<p>and propose approaches for strengthening ecological connectivity and network-level governance.</p> <p>Based on the findings, the Company shall develop recommendations for legal, institutional, financial, and capacity-related reforms, define optimal governance models for different components of the area-based conservation system, and prepare a roadmap for their implementation. The assignment shall further include assessment of resource requirements, preparation of cost estimates and financing options, development of a business planning framework, strengthening of capacities and establishment of a monitoring framework for governance effectiveness.</p> <p>Further details are provided in Annex 2: Terms of Reference.</p>
List and Description of Expected Outputs to be Delivered	<p>Expected Deliverables</p> <ol style="list-style-type: none"> 1. Inception Report – Methodology, work plan, analytical framework, and stakeholder engagement approach. 2. Baseline Assessment Report – Assessment of the existing legal, institutional, operational, governance, and capacity framework for protected areas. 3. Gap Analysis and Governance Options Report – Analysis of governance gaps, alignment with international standards, and assessment of alternative governance models and network-based approaches. 4. Capacity Building Programme on Integration of Ecological Network and Connectivity Requirements into Protected Area Management Planning – Design and deliver targeted capacity-building activities for protected area managers on integrating ecological network (Natura 2000) requirements, ecological connectivity objectives, and network-based conservation approaches into protected area management planning. 5. Draft Governance Reform and Implementation Framework – Recommendations for legal, institutional, and governance reforms, including proposed governance models, a five-year implementation roadmap, financing and financial sustainability measures, governance effectiveness monitoring arrangements and capacity needs for the above 6. Final Protected Area Governance Framework – Finalised framework incorporating all analyses, recommendations, implementation measures, and stakeholder feedback, reviewed and validated by stakeholders.
Person to Supervise the Work/Performance of the Service Provider	Project team (Project Manager, Project Chief Technical Specialist, UNDP representatives)
Frequency of Reporting	Monthly
Progress Reporting Requirements	Progress report should be sent by the 5th of each month, based on the tasks and expected deliverables.
Location of work	Home based/Podgorica
Expected duration of work	August 2026 – January 2027 (6 months)
Target start date	1 August 2026
Latest completion date	31 January 2027
Travels Expected	It is the Contractor’s responsibility to anticipate and plan for necessary travel at their own expense.

Implementation Schedule indicating breakdown and timing of activities/sub-activities	Required
Names and curriculum vitae of individuals who will be involved in completing the services	Required <i>CVs and copies of certificates and licenses for key staff that will be engaged on the Contract meeting the qualifications and experiences indicated in Annex 2 should be submitted with the proposal. The CVs should clearly indicate the qualifications, experience and relevant previous projects undertaken by the staff.</i>
Criteria for Contract Award	Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)
Criteria for the Assessment of Request for Proposal	<p><u>Technical Request for Proposal (70%)</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Expertise of the Company 30% <input checked="" type="checkbox"/> Methodology, Appropriateness and Timeliness of the Implementation Plan 40% <input checked="" type="checkbox"/> Qualification of Key Personnel 30% <p><u>Financial Request for Proposal (30%)</u></p> <p>To be computed as a ratio of the Request for Proposal's offer to the lowest price among the Request for Proposals received by Ministry.</p> <p><i>*Only Proposals which pass the technical criteria will have their financial proposals considered.</i></p>
UNDP will award the contract to:	One and only one Service Provider
Annexes to this RFP	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Terms of Reference (Annex 2) <input checked="" type="checkbox"/> Form for Submission of Request for Proposal (Annex 3) <input checked="" type="checkbox"/> Form for Submission of Technical offer (Annex 4) <input checked="" type="checkbox"/> Form for Submission of Financial offer (Annex 5)
Other Information [pls. specify]	<p><i>The bidder shall obtain following documentation:</i></p> <ul style="list-style-type: none"> - Proof of registration for performing the relevant activity (Extract from the Central Register of Business Entities – CRPS);