



TERMS OF REFERENCE

- A. Job title:** Consultant for preparing an Analysis of sustainable tourism development potentials in protected areas
- B. Type of position:** International
- C. Duty Station:** Home based/Podgorica, Montenegro
- D. Contract type:** Consultant
- E. Duration of appointment:** 30 working days (a day will be calculated as 8 hours and could be prorated to the hours worked) in the period 10 November 2025 - 20 July 2026
- F. Deadline for application:** 20 October 2025, 12h CET.

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.

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 the 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 tasks outlined in this ToR falls under *Component 2, Output 3.1. Best-practice standards for nature-based BD friendly tourism developed and endorsed, Output 3.2: Small-scale tourism businesses are stimulated to introduce biodiversity-sensitive business models* as well as *Output 3.4: PAs integrated into sustainable tourism development*. The aim is to prepare an Analysis of tourism development potentials in protected areas of Montenegro with a focus on identifying best practices for sustainable tourism that can be replicated across different sites depending on local circumstances. The Analysis will provide guidance to protected area managers in choosing the most suitable solutions for their specific contexts, strengthen overall knowledge and capacity for sustainable management of protected areas. In the end, the Analysis will serve as an official input into the new Tourism Development Strategy of Montenegro, the preparation of which will begin next year.



II Objectives of the assignment

The objective of the Analysis is to examine existing tourism practices in protected areas, both sustainable and unsustainable, and to propose alternative approaches drawn from regional and international examples. The Analysis will link these practices to the specific local circumstances of Montenegrin protected areas and provide tailored recommendations and sustainability indicators for monitoring tourism impacts.

The Analysis will draw on internationally recognized tools and guidance, including the UNESCO World Heritage Sustainable Tourism Toolkit, relevant IUCN guidelines on sustainability for "Tourism and visitor management in protected areas" and other good practice frameworks, to ensure that the recommendations are consistent with global standards.

The purpose is to demonstrate to protected area managers, Ministry of Tourism and decision-makers involved in strategy development that sustainable alternatives exist for current practices, inspire the adoption of innovative and sustainable solutions, and serve as an official input for the upcoming Tourism Development Strategy of Montenegro, ensuring that the strategy includes clear, evidence-based recommendations grounded in the Analysis.

III Job content

Under the overall supervision of the Project Manager, Chief Technical Advisor, and in close cooperation with relevant representatives of Ministry of Tourism and Public enterprise for National parks of Montenegro, the expert will have the following specific responsibilities during preparation of Analysis:

1) Preparation and Methodology

- Review existing tourism practices in protected areas of Montenegro (especially national parks, nature parks and monuments of nature);
- Consult internationally recognized tools and guidance, including the UNESCO World Heritage Sustainable Tourism Toolkit, relevant IUCN guidelines, and other good practice frameworks;
- Develop a detailed work plan and methodology, including proposed tools (questionnaires, interviews, focus groups).

2) Field Work and Consultations

- Conduct site visits to protected areas of Montenegro;
- Carry out stakeholder interviews, focus groups, and questionnaires;
- Report regularly to the Project Manager and Chief Technical Advisor on progress and preliminary findings.

3) Analysis and Recommendations

- Analyse the impact of current tourism practices on biodiversity and local communities, including disproportionate impacts on men and women;
- Identify and present relevant regional and international case studies of sustainable tourism models;



- Propose sustainable practices adapted to the Montenegrin context, for implementation by protected area managers;
- Analyse potential impacts of proposed solutions on women and other vulnerable groups;
- Develop a set of sustainability indicators and a monitoring framework for assessing tourism impacts in Montenegrin protected areas.

4) Validation and Finalization of the Report

- Prepare a draft Analysis and organize consultative meetings with managers of protected areas, the Ministry of Tourism, and other relevant stakeholders;
- Integrate comments and feedback from consultations into the final Analysis;
- Submit the final Analysis and present key findings and recommendations.

IV Deliverables:

The consultant will be paid on the basis of deliverables. Payments will be made in installments, upon satisfactory submission and approval of each deliverable:

- Inception Report – including detailed methodology, review of relevant documents and practices, and work plan with timeline;
- Fieldwork and Stakeholder Consultation Report – summarizing site visits, interviews, focus groups, and preliminary findings;
- Draft Analysis Report – covering assessment of current tourism practices, impacts on biodiversity and local communities (with gender and vulnerability aspects), case studies, proposed sustainable practices, and monitoring framework and
- Final Analysis Report – incorporating feedback from stakeholders, validated recommendations, and final set of sustainability indicators and monitoring framework.

V Travel and Accommodation:

Field visits to protected areas in Montenegro, if deemed necessary for the assignment, will be covered by the project.

VI Competencies:

- Demonstrates integrity and ethics and a commitment to transparency and accountability in all professional activities;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability, ensuring inclusive and respectful engagement with all stakeholders;
- Approaches work with energy, positive and constructive attitude;
- Demonstrates the ability to manage complexities and resolve conflicts constructively;
- Strong organizational and time management skills, with the ability to prioritize tasks and meet tight deadlines while maintaining high-quality outputs;
- Ability to provide constructive input;



- Responds positively and constructively to feedback and demonstrates a willingness to adapt and improve;
- Ability to work independently and in a team, fostering collaboration and mutual support;
- Excellent analytical, report-writing and presentation skills, with the ability to communicate complex findings clearly and effectively to diverse audiences;
- Fluency in local language (writing, speaking and reading) and working knowledge of English language.

VII Qualifications and expertise: -

- A master university degree in a relevant field such as tourism, economics, development sciences, natural resource management or related. Higher level degrees and specialist certificates will be considered a strong asset;
- At least five years of relevant professional experience in sustainable tourism development and at least two years in protected areas management and/or destination management;
- International experience in application of international sustainability standards and criteria, with practical knowledge of their application in local contexts;
- Demonstrated previous experience in preparing strategic documents, use of GIS, and application of quantitative and qualitative research methods as well as stakeholder engagement and participatory planning processes and policy alignment will be considered a strong asset;
- Previous working experience in the Western Balkans or countries with similar institutional and protected areas contexts will be considered an asset.

VII Application procedure:

Candidates must submit their applications, via email to the following email address irena.krivokapic@mepg.gov.me i 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);
- A signed declaration (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 20 October 2025, 12h CET.

Only shortlisted candidates will be contacted for the interviews.

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



Ministry of Ecology, Sustainable
Development and Northern
Region Development

Adresa: Cetinjski put bb
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Term of reference approved by:

Name and title: Zoran Dabetić, National Project Director

Signature:

Date: 1 October 2025