

ANNEX 2: Terms of Reference

A. Project title

Institutionalisation of management effectiveness tracking for adaptive management and national biodiversity reporting in protected areas in Montenegro

B. Project Description

1. Context and Rationale

Montenegro has established a strategic and legislative framework for nature protection, primarily through the National Biodiversity Strategy and Action Plan (NBSAP), which serves as the country's main policy instrument for biodiversity conservation, sustainable use of natural resources, and implementation of international biodiversity commitments. However, despite the existence of strategic objectives and planned measures, implementation of nature protection policy has so far faced a number of challenges. Progress and particularly impacts of the nature protection policy have been difficult to assess due to the absence of a comprehensive monitoring and evaluation system, limited availability of harmonised indicators, fragmented institutional responsibilities, and insufficient mechanisms for measuring the effectiveness of policy interventions and conservation actions.

At the same time, Montenegro is in the process of updating its NBSAP and aligning it with the Kunming-Montreal Global Biodiversity Framework (GBF), which introduces a significantly stronger emphasis on measurable outcomes, indicator-based monitoring, and regular reporting on progress towards biodiversity goals and targets. In parallel, Montenegro's EU accession process requires increasing alignment with EU biodiversity and nature protection policies, including stronger systems for monitoring, reporting, and evidence-based decision-making. These developments create a need for a modern and operational monitoring, evaluation, and reporting framework capable of supporting both national policy implementation and international reporting obligations.

Currently, Montenegro does not have a fully developed and institutionalised system for monitoring implementation of nature protection policy. Existing monitoring activities are often implemented by different institutions using different methodologies and reporting approaches, resulting in inconsistencies, data gaps, and limited comparability of results. While significant amounts of biodiversity-related information are generated through monitoring programmes, protected area management, scientific research, and sectoral information systems, there is no unified framework that systematically translates these data into indicators capable of measuring progress towards national biodiversity objectives. Furthermore, there is no harmonised methodology for calculating indicators and indices, no standardised reporting procedures, and no clearly defined institutional arrangements governing data collection, verification, aggregation, analysis, and reporting.

An additional challenge relates to the increasing need to monitor not only the state of biodiversity, but also the drivers of biodiversity loss and the effectiveness of policy responses. This requires integration of biodiversity status indicators with indicators related to pressures, ecosystem condition, protected area effectiveness, restoration, sustainable use of natural resources, invasive alien species, pollution, and climate change impacts. It also requires the development of composite indices capable of providing a more integrated assessment of trends and policy performance.

The updated NBSAP will include national targets aligned with the GBF and will therefore require a monitoring framework capable of tracking progress towards these targets using a coherent set of indicators and indices. Such a framework must also support reporting under the Convention on Biological Diversity (CBD), including future national reports and submissions linked to the GBF monitoring framework. This requires not only technical work on indicator development, but also the establishment of institutional coordination mechanisms, clear operational procedures, data management protocols, reporting workflows, and adequate institutional capacities.

Therefore, the purpose of this assignment is to develop a national monitoring, evaluation, and reporting framework for nature protection policy implementation in Montenegro. The assignment will establish a harmonised system of indicators and indices, define methodologies for their calculation and interpretation, develop institutional arrangements and reporting procedures, strengthen coordination among responsible institutions, and build capacities for long-term implementation. The framework will provide the foundation for systematic monitoring of NBSAP implementation, evidence-based policy evaluation, adaptive management, and fulfilment of national and international reporting obligations. The framework should also support the preparation of future national reports under the Convention on Biological Diversity (CBD), including reporting requirements under the Kunming-Montreal Global Biodiversity Framework and relevant CBD reporting guidance and methodologies.

2. Overall Objective of the Project

Overall Objective

To establish a national monitoring, evaluation, and reporting framework for nature protection policy implementation in Montenegro, supporting effective NBSAP implementation, evidence-based decision-making, and reporting under the CBD, GBF, and EU accession process.

Specific Objectives

- Develop a harmonised framework of indicators and indices for monitoring implementation of the NBSAP and broader nature protection policy, aligned with national priorities, the GBF monitoring framework, and relevant EU requirements.
- Define standardised methodologies for the calculation, interpretation, quality assurance, and reporting of biodiversity, pressure, response, and climate-related indicators and indices.
- Establish institutional arrangements and coordination mechanisms for monitoring, evaluation, and reporting, including clear roles and responsibilities for data collection, management, analysis, verification, and reporting.
- Develop standard operating procedures, data flows, reporting protocols, and practical tools necessary for the operational implementation of the monitoring system.
- Strengthen national capacities for biodiversity monitoring, data management, indicator calculation, policy evaluation, and reporting through targeted training and capacity-building activities.
- Establish a framework for regular assessment of progress towards national biodiversity targets and evaluation of the effectiveness of nature protection policies and measures.
- Ensure that the monitoring framework supports national reporting requirements and provides a robust basis for reporting under the CBD, the GBF, and other relevant international commitments.
- Promote the use of monitoring and evaluation results for adaptive management, policy development, prioritisation of interventions, and allocation of resources.
- Develop recommendations for digitalisation and integration of the monitoring framework within national environmental information systems to ensure long-term sustainability, accessibility, and efficient use of biodiversity data.

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 Phase

The inception phase shall establish the methodological, institutional, and operational basis for the assignment, ensuring a common understanding of objectives, scope, responsibilities, and implementation approach. This phase shall include:

- Review of relevant national legislation, policies, strategies, and reporting obligations related to nature protection and biodiversity;
- Review of the updated NBSAP, GBF monitoring framework, EU requirements, and other relevant reporting obligations;
- Analysis of existing monitoring systems, indicators, institutional arrangements, and reporting practices;
- Identification of key institutions, stakeholders, and data providers relevant to nature protection monitoring;
- Preparation of the methodology, detailed work plan, and stakeholder engagement approach.

Indicator and Monitoring Framework Development Phase

This phase shall focus on the design of a monitoring framework capable of tracking implementation of nature protection policy and progress towards national biodiversity targets. This phase shall include:

- Development of a framework of indicators and indices for monitoring NBSAP implementation (based on the NBSAP passport of indicators)
- Identification and definition of biodiversity status, pressure, response, and climate-related indicators;
- Development of composite indices where appropriate;
- Alignment of indicators with GBF headline, component, and complementary indicators, as well as relevant EU requirements;
- Identification of data sources, update frequencies, baselines, targets, and responsible institutions for each indicator;
- Validation of the proposed framework with relevant institutions and stakeholders.

Methodology and Reporting System Development Phase

This phase shall establish the technical and operational foundations required for consistent calculation, analysis, and reporting of indicators. This phase shall include:

- Development of methodologies for calculation and interpretation of indicators and indices;
- Definition of quality assurance and quality control procedures;
- Development of methodologies for aggregation and analysis of results;
- Preparation of indicator sheets and technical specifications;
- Development of national reporting methodologies, templates, and reporting formats;
- Develop methodologies, templates, and reporting formats for annual protected area management programmes and periodic implementation reports on protected area management plans, ensuring consistency with NBSAP monitoring and reporting requirements.
- Development of a framework for reporting on NBSAP implementation and progress towards national biodiversity targets;
- Development of methodologies for alignment of national reporting with CBD and GBF reporting requirements.

Institutional Coordination and Operational Framework Phase

This phase shall establish the governance arrangements and operational procedures necessary for implementation of the monitoring system, including:

- Definition of institutional roles and responsibilities for monitoring and reporting;
- Identification of lead and contributing institutions for each indicator;
- Establishment of coordination mechanisms, including working groups, focal points, and communication arrangements;
- Development of Standard Operating Procedures (SOPs) for data collection, reporting, validation, and verification;
- Definition of data flows, reporting cycles, timelines, and institutional responsibilities;
- Development of procedures for data aggregation, analysis, and dissemination.

Capacity Building and System Operationalisation Phase

This phase shall strengthen institutional capacities and provide practical tools necessary for implementation and long-term operation of the monitoring framework. Tasks include:

- Assessment of institutional, technical, and human resource capacity needs;
- Design and delivery of training programmes for relevant institutions;

- Development of guidance documents, indicator sheets, reporting templates, and practical implementation tools;
- Capacity building on indicator calculation, data management, reporting, and use of results;
- Capacity building on the application of monitoring results for policy-making and adaptive management;
- Pilot testing and refinement of selected monitoring and reporting procedures where appropriate.

Institutionalisation and Sustainability Phase

This phase shall ensure the long-term sustainability, operationalisation, and continuous improvement of the monitoring, evaluation, and reporting framework. Tasks:

- Development of recommendations for formal institutionalisation of the monitoring framework;
- Identification of legal, institutional, technical, and financial requirements for long-term implementation;
- Development of recommendations for digitalisation of the monitoring and reporting system;
- Development of recommendations for integration with national environmental information systems and databases;
- Development of mechanisms for periodic review, updating, and improvement of indicators and methodologies;
- Preparation of a roadmap for long-term implementation and sustainability of the monitoring, evaluation, and reporting framework.

Throughout the development of the monitoring, evaluation, and reporting framework, the Service Provider shall ensure the integration of gender considerations, including the application of gender-responsive monitoring approaches, use of sex-disaggregated indicators and data where relevant and feasible, and consideration of gender dimensions in the design, implementation, and interpretation of monitoring and reporting processes.

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, work plan, stakeholder engagement approach, review of existing monitoring arrangements, and proposed approach for development of the monitoring, evaluation, and reporting framework.	Within 1 month of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development
Indicator and Index Framework for NBSAP Monitoring	framework of biodiversity status, pressure, response, and climate-related indicators and indices for monitoring implementation of the NBSAP and nature protection policy, aligned with national priorities, the GBF monitoring framework, and EU requirements. The deliverable shall include technical specifications for each indicator and index, including definitions, baselines, targets where applicable, formulas, data sources, update frequencies, quality assurance procedures, and methodologies for calculation, aggregation, interpretation, and reporting.	Within month 3 of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development

Deliverable / Output	Description	Indicative Timing	Review and Approval
Institutional Coordination and Operational Framework for NBSAP Monitoring	framework defining institutional roles and responsibilities, coordination mechanisms, governance arrangements, data flows (including standardised reporting formats and procedures for annual protected area management programmes and implementation reports on protected area management plans) reporting pathways, reporting cycles, data collection and submission procedures, verification and validation protocols, data aggregation and analysis procedures, and standard operating procedures (SOPs) for implementation of the monitoring, evaluation, and reporting system.	Within month 4 of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development
NBSAP Monitoring, Reporting and GBF Alignment Framework	Methodology for monitoring and reporting on implementation of the NBSAP and nature protection policy, including reporting formats and templates, methodologies and data requirements for national and international reporting, identification of reporting gaps, and recommendations for reporting under the CBD and GBF	Within month 5 of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development
Capacity Building and Institutional Strengthening Package	Assessment of institutional, technical, human resource, and financial capacities required for long-term implementation of the monitoring, evaluation, and reporting framework, including recommendations for institutional strengthening. The deliverable shall also include a capacity-building programme, training curriculum, presentations, manuals, indicator sheets, reporting templates, guidance materials, and a report summarising training activities delivered, participants, evaluation results, lessons learned, and recommendations for future capacity development.	Within month 5 of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development
Final Monitoring, Evaluation and Reporting Framework and Implementation Roadmap	Finalised national monitoring, evaluation, and reporting framework for nature protection policy implementation, incorporating stakeholder comments and institutional feedback. The deliverable shall include the complete indicator and index framework, methodologies, institutional coordination arrangements, SOPs, reporting procedures, implementation recommendations, a roadmap for operationalisation and long-term sustainability, and recommendations for digitalisation of the system, including databases, reporting platforms, data exchange mechanisms, and integration with national environmental information systems. The deliverable shall also provide a consolidated summary of activities undertaken, consultations conducted, methodologies developed, and key recommendations for implementation.	Within month 6 of contract signature	Ministry of Ecology, Sustainable Development and Northern Region Development

Total estimated duration: 6 months

D.2 Quality Standards

All deliverables shall:

- Be prepared in Montenegrin (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.

IP 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:

- Biodiversity conservation, nature protection policy, and implementation of biodiversity strategies and action plans;
- Biodiversity monitoring, environmental indicators, and performance assessment frameworks;
- Monitoring, evaluation, and reporting (MER) systems for environmental and biodiversity policies;
- Environmental statistics, data management, and indicator development;
- Environmental governance, institutional coordination, and policy implementation;
- Environmental information systems, data management, and digitalisation of monitoring and reporting processes.

Previous experience in preparing:

- National or regional biodiversity monitoring, evaluation, and reporting frameworks;

- Indicator frameworks, results frameworks, and monitoring systems for biodiversity, environment, or sustainable development policies;
- Biodiversity strategies, action plans, monitoring plans, and reporting methodologies;
- Monitoring and reporting systems aligned with international frameworks, including the CBD, GBF, SDGs, and EU environmental requirements;
- Standard operating procedures (SOPs), institutional protocols, data management procedures, and reporting workflows;
- Capacity-building programmes, training materials, guidance documents, and technical manuals related to environmental monitoring and reporting.

Familiarity with:

- The Convention on Biological Diversity (CBD), the Kunming-Montreal Global Biodiversity Framework (GBF), and related monitoring and reporting requirements;
- EU biodiversity and nature protection policy, including relevant directives, regulations, and reporting obligations;
- Biodiversity indicators, indices, and international good practices for monitoring biodiversity policy implementation;
- Institutional arrangements for environmental data collection, management, and reporting;
- National environmental information systems and biodiversity information management approaches.

Technical expertise:

- Development of biodiversity and nature protection indicators and composite indices;
- Development of indicator methodologies, technical specifications, and calculation protocols;
- Data analysis, indicator aggregation, trend assessment, and interpretation of environmental information;
- Development of institutional coordination mechanisms, reporting procedures, and data flow systems;
- Design and delivery of training programmes and stakeholder engagement processes;
- Application of evidence-based approaches to policy evaluation, adaptive management, and reporting on biodiversity targets and policy outcomes.

The following will be considered an asset:

- Previous experience supporting NBSAP development, implementation, or monitoring;
- Experience working in Montenegro or the Western Balkans region;
- Familiarity with the national biodiversity and nature protection legislation, strategies, and institutional arrangements in Montenegro;
- Experience with biodiversity information systems and environmental data platforms at national level.
- Integration of climate-related indicators into monitoring systems;

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 / Biodiversity Policy and Monitoring Expert

The Team Leader shall provide overall technical leadership and coordination of the assignment and be responsible for the design of the monitoring, evaluation, and reporting framework, quality assurance of all outputs, and liaison with relevant institutions and stakeholders.

Required expertise:

- Extensive experience in biodiversity conservation, nature protection policy, and environmental governance;
- Experience in development of monitoring, evaluation, and reporting frameworks;
- Experience in preparation or implementation of biodiversity strategies and action plans;
- Strong understanding of biodiversity indicators, policy monitoring, and results frameworks;
- Experience coordinating multidisciplinary teams and complex assignments involving multiple institutions.

Biodiversity Monitoring and Indicators Expert

The Expert shall lead the development of indicators, indices, methodologies, and technical specifications for monitoring implementation of the NBSAP and nature protection policy.

Required expertise:

- Experience in biodiversity monitoring and indicator development;
- Experience in development and application of biodiversity, ecosystem, pressure, and response indicators;
- Experience in design of monitoring systems and analytical frameworks;
- Familiarity with GBF indicators, CBD reporting requirements, and related international monitoring frameworks;
- Experience in data analysis, indicator calculation, and interpretation of biodiversity trends.

Monitoring, Evaluation and Reporting (MER) Expert

The Expert shall support the design of the monitoring and reporting system, reporting methodologies, institutional arrangements, and alignment with national and international reporting requirements.

Required expertise:

- Experience in monitoring, evaluation, and reporting systems;
- Experience in results-based management and performance monitoring frameworks;
- Experience in development of reporting methodologies, templates, and reporting procedures;
- Experience in indicator-based policy evaluation and adaptive management;
- Familiarity with international reporting frameworks and environmental reporting obligations.

Optional Experts

Institutional Development and Capacity Building Expert

The Expert shall support the development of institutional arrangements, coordination mechanisms, capacity assessments, and capacity-building programmes required for implementation of the monitoring framework.

Required expertise:

- Experience in institutional strengthening and governance reform;
- Experience in design of institutional coordination mechanisms and operational procedures;
- Experience in conducting capacity needs assessments;
- Experience in development and delivery of training programmes and capacity-building activities;
- Experience in stakeholder engagement and facilitation of multi-institutional processes.

Environmental Data and Information Systems Expert

The Expert shall support the design of data management systems, reporting workflows, digitalisation options, and integration with environmental information systems.

Required expertise:

- Experience in environmental databases and information systems;
- Experience in development of reporting platforms and data management workflows;
- Experience in digitalisation of environmental monitoring and reporting processes.

Biodiversity Statistics and Data Analysis Expert

The Expert shall support the development of methodologies for indicator calculation, aggregation, trend analysis, and composite indices.

Required expertise:

- Experience in environmental statistics and indicator methodologies;
- Experience in development of composite indices and analytical frameworks;
- Strong quantitative and data analysis skills.

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 degree or higher) in a relevant discipline.

Professional Experience

- Experience in biodiversity conservation, nature protection policy, environmental governance, or natural resource management;
- Experience in developing monitoring, evaluation, and reporting frameworks, including indicators, indices, methodologies, and reporting systems;
- Experience in preparation of strategic, policy, and technical documents related to biodiversity, environmental management, or sustainable development;
- Experience in data management, analysis, reporting, and use of evidence for policy-making and adaptive management;
- Experience in institutional coordination, stakeholder engagement, and capacity-building processes;

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 and problem-solving skills;
- Demonstrated ability to design and implement monitoring, evaluation, and reporting systems;
- Strong understanding of indicator-based monitoring and results-based management approaches;
- Excellent report-writing and technical drafting skills;
- Ability to analyse complex datasets and translate technical information into practical recommendations;
- Strong communication, presentation, and facilitation skills;
- Ability to work effectively with government institutions, technical agencies, academia, civil society organisations, and other 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 supporting development, implementation, or monitoring of National Biodiversity Strategies and Action Plans (NBSAPs);
- Experience with the Convention on Biological Diversity (CBD), the Kunming-Montreal Global Biodiversity Framework (GBF), and related reporting processes;
- Experience with EU biodiversity policy, Natura 2000, and EU accession-related environmental requirements;
- Experience in development of composite indices, biodiversity indicators, or environmental statistics;
- Experience in development of environmental information systems, databases, reporting platforms, or digital monitoring tools;
- Experience in institutional reform, governance strengthening, or development of inter-institutional coordination mechanisms;
- Experience working in Montenegro or the Western Balkans region;
- Experience in GEF, UNDP, EU, CBD, or other international biodiversity and environmental projects;
- Experience in integrating gender-responsive approaches into monitoring, evaluation, and reporting systems.

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