



## TERMS OF REFERENCE

- A. Job title:** Local Consultant for Development of Guidelines for Forestry Plans
- B. Type of position:** Local consultant
- C. Duty Station:** Home based/Podgorica, Montenegro
- D. Contract type:** Individual Contract
- E. Duration of appointment:** 15 working days (a day will be calculated as 8 hours and could be prorated to the hours worked) in the period 1 December 2025 – 28 February 2026
- F. Deadline for application:** 17 November 2025, 12:00h

### 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 within the Component 2 Outcome 4: Biodiversity conservation considerations mainstreamed into forestry policies and practices around KBAs, Output 4.1 - Best-practice standards mainstreaming biodiversity-friendly forestry practices developed.

The tasks builds upon the work already undertaken under the *Forest Development Plan for the Municipality of Žabljak* and the *Private Forest Management Plan for the area of Mrčevac*. The documents prepared under that process will serve as the foundation for developing an improved and practical methodology for forest planning that integrates modern forestry approaches, strengthens the incorporation of biodiversity and ecosystem services, and embeds the principles of transparency, public participation, and inclusivity into future forest management and development processes.





## II Objectives of the assignment:

The main objective of this assignment is to develop a comprehensive, practical, and nationally applicable Methodology for the Preparation of Municipal Forest Development Plans and Private Forest Management Plans in Montenegro (hereafter Methodology). The Methodology will provide clear and systematic guidance to the Forest Administration, local self-governments, and private forest owners to ensure that forest planning and management processes are transparent, inclusive, and aligned with the principles of sustainable forest management, biodiversity conservation, and climate change adaptation. In such a way, this task will contribute to biodiversity mainstreaming within forestry sector, promote participatory and inclusive planning and gender-responsive approaches and support capacity building of Forest Administration by delivering a methodology that can serve as a replicable model for future forest planning efforts at municipal and national levels.

## III Job content

Under the overall supervision of the Project Manager, Chief Technical Advisor, and representatives of Forest Administration and Ministry of Agriculture, Forestry and Water Management, the consultant will be responsible for preparing comprehensive methodology for two types of forestry planning documents. The assignment will be implemented within the period 1 December 2025 – 28 February 2026, and will include the following tasks:

- 1) Review and build upon existing work completed under the *Forest Development Plan for the Municipality of Žabljak* and the *Private Forest Management Plan for the area of Mrčevac*. This will include an in-depth review and analysis of the plans, the report on the process of their development, draft Methodology and recommendations. The consultant will consolidate relevant findings and use lessons learned from the previous process as the foundation for developing a new, improved Methodology
- 2) Assess the planning approaches, procedures, and data sources used during the preparation of these documents, identifying strengths, weaknesses, gaps and lessons learned. This analysis should highlight areas where modern forestry practices, biodiversity considerations, and participatory approaches were insufficiently addressed or could be strengthened
- 3) Conduct consultations with relevant stakeholders, including representatives of the Forest Administration, Ministry of Agriculture, Forestry and Water Management, Municipality of Žabljak, private forest owners, local communities, and other interested parties. The consultations should serve to validate findings, collect additional insights, and ensure that the revised Methodology reflects the needs and expectations
- 4) Develop a structured and practical Methodology that provide clear guidance for the preparation of municipal Forest Development Plans and Private Forest Management Plans that integrate modern forestry concepts such as the ecosystem approach, ecosystem services, climate change adaptation; incorporate biodiversity conservation principles, including the protection of habitats and species and the maintenance of ecological connectivity and promote public participation, transparency, and inclusivity, ensuring active involvement of local communities and consideration of social,





environmental, and economic dimensions throughout the planning process. The Methodology should outline key steps, roles, responsibilities, data requirements, and consultation processes, and should be aligned with national legislation, strategic forestry documents, and good international practices.

The final deliverable will be a Methodology Document (Guidelines) that can be formally adopted and applied by the Forest Administration and the Ministry of Agriculture, Forestry and Water Management as a standard reference for transparent, biodiversity-friendly, and sustainable forest planning processes in Montenegro.

#### **IV Deliverables:**

The consultant will be paid upon satisfactory submission and approval of the following deliverable: **Methodology for the Preparation of Forest Development Plans and Private Forest Management Plans**, which will serve as an official reference for the Forest Administration and the Ministry of Agriculture, Forestry and Water Management in guiding future forest planning processes. The deliverables will include the following components:

- A review and analysis of the following documents: Forest Development Plan for the Municipality of Žabljak, Management Plan for Private Forests in Mrcevac, the Report on the Process of Developing the Forest Development Plan for the Municipality of Žabljak and the draft Methodology. The analysis should provide an assessment of the previous process, with identification of strengths, weaknesses, gaps and lessons learned, as well as summary of areas requiring improvement to integrate modern forestry practices, biodiversity considerations, ecosystem services, climate change adaptation, and participatory approaches
- Summary of findings and feedback from consultations with key stakeholders, with identified needs, priorities and expectations to inform the design of the new Methodology
- A structured and practical Methodology for the Preparation of Municipal Forest Development Plans and Private Forest Management Plans defining key steps and stages of the planning process, institutional roles and responsibilities, data requirements and sources, and consultation and participatory mechanisms; provides recommendations for integrating ecosystem services, biodiversity protection, and climate change adaptation into forest planning; and offers guidance on ensuring public participation, transparency, and inclusivity, with local community involvement as a core element—all fully aligned with national legislation, strategic forestry documents, and good international practices in sustainable forest management and nature protection

The Methodology should incorporate feedback from stakeholder consultations and should provide clear guidance and recommendations for the Forest Administration and the Ministry of Agriculture, Forestry and Water Management to ensure transparent, inclusive, and sustainable preparation of future forest planning documents.



#### **V 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.

#### **VI Qualifications and expertise:**

- A university degree in a relevant field such as forestry, environmental management, natural resource management, law, economics, or related disciplines. Higher-level degrees and specialist certificates will be considered a strong asset;
- At least five years of relevant professional experience in forest management, natural resource planning, or environmental policy development, including experience with planning processes, data analysis, and stakeholder consultations;
- Proven experience in drafting strategic documents and bylaws in line with established governmental methodologies, with particular emphasis on forest management, environmental management, nature protection and sustainable resource management initiatives;
- Demonstrated understanding of ecosystem services, biodiversity conservation, and their integration into planning and decision-making processes;
- Experience in working with government institutions, including ministries, agencies, or public administrations, particularly in providing technical, analytical, or policy inputs in the areas of forestry and/or environment;
- Strong analytical and writing skills, with the ability to prepare clear, structured, and practical methodological documents;
- Excellent communication and facilitation skills, and experience in engaging multiple stakeholders, including local communities, public institutions, and private forest owners.





## VII Application procedure:

Candidates must submit their applications, via email to the following email address [irena.krivokapic@mers.gov.me](mailto:irena.krivokapic@mers.gov.me) and [irenakrivokapic@gmail.com](mailto: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 17 November 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.

Term of reference approved by:

Name and title: Zoran Dabetić, National Project Director

Signature: 

Date: 30 October 2025