

Terms of reference:

# Development of Climate and Water Investment plan for Montenegro

In the framework of the: “Building technical and institutional capacity in the water sector in Montenegro to facilitate inclusive climate resilient initiatives”  
(MNE-RS-004)

January 2025

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## Background

For Montenegro, with significant geographic and climate variability, most climate change impacts are expected to be water-related – either through increased floods and landslides or more frequent and intense drought events and water shortages.

Despite such pronounced vulnerability to the predicted impact of climate change, Montenegro's institutional, political, and economic framework is disproportionately weighted towards achieving mitigation targets; the water footprint of mitigation options are not systematically analyzed to ensure that they consider water availability and constraints, thereby avoiding maladaptive consequences of well-intentioned mitigation efforts. Investment in water-related adaptation needs to be greatly increased. However, in spite of the prominence of water in national priorities, the sector lacks capacity to adequately plan for implementable and bankable interventions that will build resilience and foster low emissions development in the near future.

In 2024, Montenegro's National Adaptation Planning (NAP) process has established an initial set of adaptation priorities for its water sector, along with possible targeted adaptation measures. The NAP highlights, as a key next step for its implementation, strong need for further strengthening and integrating climate change considerations in the water sector, in terms of capacities and knowledge, along with development of full project proposals for water sector that could be considered for financing by the GCF and other climate change financing institutions.

**Project: Building technical and institutional capacity in the water sector in Montenegro to facilitate inclusive climate resilience initiatives** (*henceforth 'The Project'*) has been approved for grant financing from the GCF readiness window (2024) to build on those findings with the objective to further develop Montenegro's capacity to mobilize and implement climate finance that will build the country's resilience to climate change – particularly in the water sector.

The above will be achieved through four interrelated and mutually supportive components: Component 1: Relevant country stakeholders (which include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities; Component 2: GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF; Component 3: An increase in the number of quality project concept notes developed submitted and Component 4: Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF

**2024 Montenegro Readiness Project** is implemented by GWPO (as the Delivery Partner) and executed through **GWP-Med** and its host institution, the Mediterranean Information Office for Environment, Culture, and Sustainable Development (MIO-ECSDE) based in Athens.

The planned project implementation period is 2 years from the implementation start date (August 2024). The Project Management unit (PMU) now seeks a company (further referenced as a consultant) that can support the implementation of the project components with specific expertise.

Detailed requirements are presented in the sections below.

## Objective and goal of the assignment

The objective is to systematically evaluate the risks that climate change poses to water resources and water management in Montenegro, prioritize key actions required, and develop a comprehensive investment program.

The goal is to create a targeted climate and water investment plan for Montenegro.

## General approach

To achieve the objectives under this assignment, the Consultant will:

- a) Develop a comprehensive understanding of:
  - i. The current situation in the water sector
  - ii. National policy frameworks governing the water sector
  - iii. Montenegro's historical climate data and associated climate risks
  - iv. Global climate finance architecture and requirements.
- b) Be responsible for gathering, analyzing, and presenting all relevant information, in English and local languages.
- c) Present an inception report at the beginning of the assignment. While conducting the assignment, confirm each output with the assigned GWP-Med manager before proceeding to the next tasks and consulting stakeholders. This validation process may also involve the GWPO technical team.
- d) Take responsibility for presenting outputs, moderating meetings, and keeping minutes throughout the consultation process
- e) Keep a record of stakeholder comments during consultation meetings and report on how these comments are addressed
- f) Be available for discussions and consultations with the project manager and/or members of GWP-Med/GWPO as needed. Frequent communication is essential for this assignment.
- g) Incorporate a gender responsive approach throughout implementation of this assignment, in terms of both content and process, following the guidance and recommendations of the GWP-Med Gender Officer.

## Scope of work

1. The geographic focus of this assessment is the Adriatic Basin in Montenegro. This assignment will examine the impacts of climate change on the water sector, considering management and use of the resource by both public and private sectors, with particular attention to infrastructure and management systems, water quality and ecosystem health, water availability, and the socio-economic impacts on communities dependent on water resources.

More specific description of the work requirements is provided in the sections below.

## Tasks:

### TASK 1: Development of Rapid Climate Risk Assessment (RCRA) in the Water Sector

2. This task involves a systematic analysis and presentation of the current and projected impacts of climate change on Montenegro's Adriatic Basin water sector – and via water, to water-related sectors – encompassing both public and private aspects. The goal is to address existing climate-related knowledge gaps (e.g., further quantification of climate change impacts) and inform the prioritization of adaptation and/or mitigation measures for pipeline development in the water sector. The following sub-tasks are included:
  - a) Identify key climate change parameters and gather data series on rainfall, temperature, drought, extreme weather events, and sea level rise from the project area. Data collection should include all publicly available sources, databases (national and international), and contributions from institutions/stakeholders. The Consultant must critically assess the validity and reliability of collected data.
  - b) .Conduct a preliminary analysis of climate change hazards affecting the water sector, and via water to water-related sectors, gathering and presenting qualitative and quantitative data<sup>1</sup> (data series, where possible) for areas impacted, including infrastructure and management systems (both green and gray), water quality and ecosystem health, water availability, and socio-economic impacts on water-dependent communities. Estimate sensitivity (direct and indirect) and adaptive capacity of the impacted systems.
  - c) Review and summarize current water policies, regulations, and management frameworks relevant to understanding and managing climate change impacts on and via water
  - d) Using data from (a and b), and in the policy and management context from (b), project future climate change impacts based on UNFCCC scenarios (at least three). Present the current status, historical trends, and future projections of climate change variables numerically and graphically (using GIS tools) for each micro-location within the Adriatic Basin.
  - e) .
  - f) Analyze the role of private sector stakeholders in advancing water and climate resilience in Montenegro, including their particular exposures to climate change impacts, and collect data necessary to engage the private sector in the RCRA effectively through all steps outlined here
  - g) Assess future potential climate-related impacts and develop a risk assessment framework based on established methodologies (e.g., IPCC guidelines, GWP tools, GCF Water Sector guidance) and present it to the GWP-Med officer for approval. The framework should identify gender-differentiated climate change vulnerabilities and risks.

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<sup>1</sup> All data collected for Task 1 should be gender disaggregated to the extent possible.

- h) Using climate change data collected, models and projections, develop scenarios describing exposure, vulnerability and risks for each identified climate impacts on the water sector, presenting these numerically, graphically and spatially (in GIS).
- i) Assess the resilience of current water management practices.
- j) In collaboration with stakeholders, develop a Rapid Climate Risk Assessment (RCRA) for the water sector.
- k) Based on the RCRA, identify a list of sustainable, cost-effective adaptation measures for each identified climate risk.
- l) Fully integrate gender considerations into the climate change response strategies

**3. Deliverables:**

D1. Rapid climate risk assessment in water sector (4.1.1.a)

## TASK 2: Preparation of a Baseline Assessment of Water Sector Investment Needs

- 4. This task will produce a systematic assessment of financing needs (existing, planned, or required) and investment options in the water sector involving public and private sector engagement, providing a baseline for further project screening for submission to climate finance institutions, including the GCF. The following sub-tasks are included:
  - a) Review and collect data on financing needs, options, and investments in the water sector from existing policies (e.g., agriculture and energy) as outlined in Task 1(e).
  - b) Gather and analyze project ideas, concept notes, and investment plans (regardless of current status) related to the water sector in Montenegro from policies and through consultations with water authorities and private sector stakeholders<sup>2</sup>.
  - c) Prepare a list of public and private sector projects, with brief descriptions, including funding needs and financial instruments, for use in consultations.
  - d) Produce a baseline assessment report on investment needs in Montenegro's water sector, summarizing the findings from Task 2.
  - e) Run Task 2 in parallel with Task 1 to ensure that all collected data feeds into Task 1, especially Task 1(c).

**5. Deliverables:**

D2. Baseline assessment report on water sector investments and needs in Montenegro (2.2.1.a)

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<sup>2</sup> Submitted by Ministries responsible for the management of water, energy and agriculture, Water Directorate, EKO Fund, Public Utilities, EPA, etc.

### TASK 3: Develop two GCF project screening tools (one for public sector and one for private sector)

6. This task involves creating two user-friendly water sector project screening tools – one each for engaging and attracting financing from Montenegro’s public sector and private sector respectively. The tools will be aligned with country-level priorities and GCF funding requirements, including environmental, social, economic, and gender benefits. As a result of utilizing the tools, Montenegro’s water sector should be able to build a pipeline of projects in the water and water-related sectors, for implementing the country’s NDC, NAP, and development priorities, leveraging concessional climate finance to crowd in larger public and private financing. The following sub-tasks are included:
  - a) Based on the outcomes of Tasks 1 and 2, propose a screening methodology and user interface for the two GCF water project screening tools – for engaging the public and private sector respectively. The tool components and structures are to be discussed and approved through a consultative process.
  - b) Ensure the tools are user-friendly, allowing users to select geographic micro areas and project types, which will yield summarized information on climate change risks based on Task 1’s results
  - c) Enable tools to display overall vulnerability and exposure of screened project activities to climate change, projected climate change trend implications, and suggest relevant adaptation measures.
  - d) Ensure the tools allow for eligibility screening with the GCF framework to identify projects eligible for GCF financing ( including identification of targeted GCF financing instruments corresponding to the project’s various risks) and in case of non-eligibility, with other existing international climate change financial institutions/mechanisms.
  - e) Test the tools on selected public and private projects (from Task 2(c)) for possible refinement. Propose a suitable host institution for each tool and discuss this with stakeholders.
  - f) After verification, use the tools for final screening of all project ideas, creating a prioritized list with proposed submission timeframes for the GCF country programming.

#### 7. Deliverables:

D3. Project screening tools (one for public, one for private sector) 4.1.1.c

### TASK 4: Develop a Climate Resilient Water Investment Plan for Montenegro

8. This task aims to produce a strategic framework to guide Montenegrin water authorities and the private sector in planning and implementing climate-resilient water

management projects, ensuring long-term water resource sustainability. The following sub-tasks are included:

- a) Conduct a preliminary financial and economic assessment for all identified screen projects from Task 3, detailing:
  - i. Climate risks and climate resilience of the screened project, potential adaptation or mitigation measures, and socio-economic and environmental impacts, including gender and social inclusion benefits.
  - ii. Estimated implementation costs and timelines.
  - iii. Potential financing sources and types (co-financing).
  - iv. Key stakeholders for implementation.
- b) With GWP technical assistance and as a result of stakeholder consultation process, select one finance project to further elaborate as a proof of concept, demonstrating technical, economic, social, and environmental soundness.
- c) Evaluate potential private sector engagement, and identify pilot projects to build climate resilience in water suitable for GCF financing
- d) Develop business cases (at least 2) for pilots targeting watersheds in the Adriatic Basin, incorporating technical and financial innovations for potential pilot projects with GCF scaling potential.
- e) Create a climate-resilient water investment plan, which should:
  - I. Set clear goals for improving water resilience, including both adaptation in and via the water sector, as well as water footprint of mitigation actions and implications on overall water resilience.
  - II. Detail sector-specific risks, vulnerability assessments, and mitigation/adaptation strategies.
  - III. Quantify socio-economic damages (current and future) from specific hazards using Task 1's data.
  - IV. Analyze financial needs and funding structures and instruments, based on risks associated with various portions of the project, optimizing project bankability.
  - V. Identify financing barriers and recommend solutions with benefits for financiers.
  - VI. Outline human, technical, and institutional capacity needs for project implementation.
  - VII. Describe the process for integrating climate considerations into national planning.
  - VIII. Define optimal finance access pathways.
  - IX. Prioritize investments based on criteria like cost-effectiveness, potential impact, and financing availability.
  - X. Design a monitoring and evaluation program for the investment plan.

## 9. Deliverables:

- D4. Preliminary financial and economic, environmental and socio-economic assessment report on project ideas (2.2.1 c)
- D5. One project further elaborated as proof-of-concept (2.2.1. b)



D6. Two Business cases developed for targeted projects/ideas (2.2.1.d)

D7. Climate resilient water investment plan for Montenegro's water sector (2.2.1.e)

# SCHEDULE OF ACTIVITIES AND MILESTONES

Table 1: Schedule of activities and timeline

Task	Deliverables	Maximum deadline After date of contract signing:
<b>TASK 1: Development of Rapid Climate Risk Assessment (RCRA) in the Water Sector</b>	D0: Inception report (methodology and work plan)	15 days after contract signature
	D1. Rapid climate risk assessment in water sector (4.1.1.a)	5 months
<b>TASK 2: Preparation of a baseline assessment of water sector investment needs in Montenegro</b>	D2. Baseline assessment report on water sector investments and needs in Montenegro (2.2.1.a)	5 months
<b>TASK 3: Develop two GCF project screening tools (one for public sector and one for private sector)</b>	D3. Project screening tools (one for public, one for private sector) 4.1.1.c	7 months
<b>TASK 4: Develop a Climate Resilient Water Investment Plan for Montenegro</b>	D4. Preliminary financial and economic, environmental and socio-economic assessment report on project ideas (2.2.1 c)	10 months
	D5. On public project further elaborated as proof-of-concept (x.x.x.x)	12 months
	D6. Business cases developed for targeted projects/ideas (2.2.1.d)	
	D7. Climate resilient water investment plan for Montenegro’s water sector(2.2.1.e)	13 months

## Contract Price

10. The maximum available budget for this contract is **99.500 USD**, including VAT. This amount includes all other costs, income taxes and any other amount payable or cost that may be required for the completion of the work/service. This includes also traveling costs for any missions to Montenegro needed for the execution of the assignment. The assignment includes presentation at the 3 validation workshops to be organized in Montenegro by GWP-Med. Those should be included in the overall budget as well.

## Duration of the Contract

11. The overall duration of the contract will be maximum 13 months.

## Schedule of Payments

12. All payments shall be upon reception and acceptance/verification of the deliverables, as laid out in the table below.

*Table 2: Schedule of payments*

Deliverable	Verification	Payment	Scheduled
D0 Inception Report: methodology and work plan	Accepted by GWP-Med Project Manager	Tranche 1 (20%)	February 2025
D1. Rapid climate risk assessment in water sector (4.1.1.a) D2. Baseline assessment report on water sector investments and needs in Montenegro (2.2.1.a)	Accepted by GWP-Med Project Manager	Tranche 2 (20%)	July 2025
D3. Project screening tools (one for public, one for private sector) 4.1.1.c	Accepted by GWP-Med Project Manager	Tranche 3 (20%)	October 2025

D4. Preliminary financial and economic, environmental and socio-economic assessment report on project ideas (2.2.1 c)			
D5. On public project further elaborated as proof-of-concept (x.x.x.x)			
D6. Business cases developed for targeted projects/ideas (2.2.1.d)		Tranche 4 (40%)	March 2026
D7. Climate resilient water investment plan for Montenegro's water sector (2.2.1.e)			

## Disqualification criteria ON/OFF

For details on the ON/OFF disqualification please refer to the Call for Offers

## Selection Criteria

14. The proposers should pass through two stages of evaluation, the first stage is On/Off selection criteria, who will pass through this stage will be Qualified and eligible to the second stage of evaluation which is Award Criteria according to the following criteria, please notice that the evaluation will be based on a percentage of 20% Financial and 80% Technical.

- Participants must provide proof of their average annual turnover for the last three (3) fiscal years being at least equivalent to the maximum amount of this Call. As supporting documentation, the applicant must provide their official Financial Statements, stamped, and signed by the legal representative of the company.
- Participants must be enrolled in one of the official professional or trade register kept in their country of registration.

**Failure to comply with the above requirements and provide relevant proof with the application is considered ground for exclusion.**

## Qualification and Experience

- Participants in the call are required to have solid experience in developing and managing complex projects in the field related to the tasks described in the ToR. This needs to be demonstrated in the **Technical Offer** to be submitted as part of the application. A template for the Technical Offer form is as Annex 2
- The Technical Offer Form consists of the following sections:
  - Section 1: Expertise and work experience
  - Section 2: Approach and Methodology
- Regarding Section 1 Expertise and work experience:
  - **Participants in the call are required to have** solid experience in developing and managing complex projects in the areas of climate and water management or/and investment plans. Participants are required to have a record of minimum 3 projects over the last 10 years of comparable nature and degree of complexity (e.g., climate analyses, climate policies, climate related project development, financial and/or economic analyses, water management or similar).
  - **The scope of work requires an interdisciplinary team of skilled experts** with previous experience in activities similar to those that this assignment entails: climate related water management **climate resilient water management, climate change risk analyses, climate policy analysis, climate related project development, financial analyses, investment planning and preparation including financial structuring, GCF project development.** Proposed team members should demonstrate previous experience in each of these areas, as well as excellent relevant technical and drafting skills in order to successfully implement the assignment. In this context, team of experts should be able to respond to the requirements of several **mandatory areas of expertise** described in Table 1 below (*The inclusion of experts so as the team responds to every area of expertise defined in the table below is mandatory. If the qualification of an expert covers the requirements of more than one area of expertise, that expert can be also proposed for these other areas. Failure to provide relevant expertise for any of the proposed areas is considered a ground for disqualification*).
  - In addition, the Consultant may propose -as they deem appropriate- additional experts covering other specific areas of expertise, e.g., environmental, policy and legal, socio-economic experts, CBA and MCA experts, etc. It is highly recommended to propose at least one expert from Montenegro (local experts) so the acquisition and processing of local data is more efficient as well as consultation and coordination activities.
  - The requirements presented in Table 1 are the minimum requested. Qualifications additional to the minimum requested per category will receive additional score under the evaluation process.

Table 3: Minimum requirement for key team members

	Team members and/or areas of expertise	Qualifications	Workload (Envisaged in expert-days)
1.	Key expert 1: Team Leader - TL (Environment and Project Management)	<ul style="list-style-type: none"> <li>○ University degree in Water resources management, Natural resource management, climate change. Environmental management, Hydrology, Hydro engineering, Civil or Environmental engineering, economics or equivalent (in some of engineering discipline with master's degree close related with scope of the work) - <b>(Required ON/OFF)</b>.</li> <li>○ Fluency in both written and spoken English - <b>(Required ON/OFF)</b>.</li> <li>○ At least 15 years of demonstrable relevant working experience in similar tasks and studies and a proven track record related to environmental management including:               <ul style="list-style-type: none"> <li>○ Experience in implementation of the environmental projects</li> <li>○ Hands on experience in drafting of the environmental project proposals and full project development cycle - <b>(Required/Evaluated)</b></li> </ul> </li> <li>○ At least 10 years of management experience in projects with multidisciplinary teams related to integrated water resources management and/or climate change -<b>(Required/Evaluated)</b></li> <li>○ Experience in implementation of the WFD and other related directives and experience with implementation of water related policies at least two years-<b>(Desired/Evaluated)</b></li> <li>○ Experience in involving stakeholders in the integrated water management process – at least one year –<b>(Desired/evaluated)</b></li> <li>○</li> </ul>	60
2.	Key expert 2: Climate change expert	<ul style="list-style-type: none"> <li>○ University degree in Water resource management, Climate change, Natural resource management, Environmental management, Hydrology, Hydro engineering, Environmental engineering, economics or equivalent – <b>(Required ON/OFF)</b>.</li> <li>○ Fluency in both written and spoken English - <b>(Required ON/OFF)</b>.</li> <li>○ At least 10 years of demonstrable experience and a proven track record related to climate change analyses including development of the cc scenarios and projections and development of the mitigation and adaptation measures - <b>(Required/Evaluated)</b></li> <li>○ Experience in the implementation climate change related policies and/or projects -at least two years-<b>(Required/evaluated)</b></li> <li>○ Experience in working in the region is highly desirable and is an asset - at least one year-<b>(Desired/evaluated)</b></li> </ul>	50
3.	Key expert 3: Data collection expert	<ul style="list-style-type: none"> <li>○ University degree in social or natural sciences, sociology, development, socio-economy, agro-economy, natural resource management, sustainable development or related field from a recognized university - <b>(Required ON/OFF)</b>.</li> <li>○ Fluency in both written and spoken English and Montenegrin /Serbian/Croatian/Bosnian - <b>(Required ON/OFF)</b>.</li> <li>○ Minimum 5 years of experience in data collection and processing and public participation processes, stakeholder engagement in national and international public organisations, preferably on natural resources management;- <b>(Required/Evaluated)</b></li> <li>○ Experience from at least 2 projects related to climate change or water management in position of data collection and stakeholder's engagement or similar –<b>(Desired/evaluated)</b></li> <li>○ Experience in working in the region is an asset -at least one year- <b>(Desired/evaluated)</b></li> </ul>	20
4.	Key expert 4: Investment planning expert	<ul style="list-style-type: none"> <li>○ University degree in social sciences, sociology, development, socio-economy, economy, financing, agro-economy, natural resource management, sustainable development or related field from a recognized university -<b>(Required ON/OFF)</b>.</li> </ul>	50

		<ul style="list-style-type: none"> <li>o Fluency in both written and spoken English - <b>(Required ON/OFF)</b>.</li> <li>o Minimum 10 years of experience in economy and financing- <b>(Required/Evaluated)</b></li> <li>o Experience of at least 2 projects related to development of the investment plans and business cases or similar - <b>(Required/Evaluated)</b>.</li> <li>o Experience in working in the environmental or climate change projects is an asset -at least one year-<b>(Desired/evaluated)</b></li> <li>o Experience in working in the region is an asset -at least one year- <b>(Desired/evaluated)</b></li> </ul>	
5.	<b>Key expert 5: Data management and GIS expert</b>	<ul style="list-style-type: none"> <li>o University degree in geography, informatics, agriculture, natural sciences, mathematics or equivalent related to GIS, mapping, databases, data processing or equivalent <b>(Required ON/OFF)</b>.</li> <li>o Fluency in both written and spoken English-<b>(Required ON/OFF)</b>.</li> <li>o At least 5 years of experience in data management: GIS, mapping, databases, data processing applied in integrated water management, climate change or other related areas - <b>(Required/Evaluated)</b>.</li> <li>o Working experience in projects related to integrated water management or/and climate change- at least one project- <b>(Desired/Evaluated)</b></li> </ul>	20

**NOTES:**

- There is no limitation on the number of experts per area of expertise, but only the lead expert per area of expertise will be evaluated according to the detailed evaluation / scoring. Thus, please indicate the lead expert for each area of expertise.
- If the qualification of an expert covers the requirements of more than one area of expertise, that expert can be also proposed for these other areas.
- Additional experts, covering a range of other related expertise considered and justified as necessary by the participant will be evaluated in addition. **It is expected that team could be complemented in addition with short policy and legal and socio-economic, MCA, CBA experts including local experts.**
- The number of planned man-days per expert/area of expertise need to be indicated in the Participant’s proposal. The estimated number of required expert-days per area of expertise should be indicated as in the table above.
- **Failure to cover all areas of expertise is considered grounds for disqualification.**
- **The Participant should demonstrate ability to cooperate with local authorities for the efficient collection of data . These experts may or may not be lead experts per area of expertise.**

## Awarding Criterion and Evaluation process

1. The Award criterion is the most economically advantageous tender on the basis of best price / quality ratio.
2. Offers qualified in terms of exclusion grounds and selection criteria will be further evaluated on the basis of the requirements presented under section “Qualification and Experience”, as follows:

(1) Criterion	(2) Weighting (w)	(3) Points of criterion (c)	(4) Score= (2) x (3)
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<b>Section 1: Expertise and work experience</b>	<b>90 % of total</b>		
<ul style="list-style-type: none"> <li>Participants in the call are required to have solid experience in developing and managing complex projects in the areas of climate and water management or/and investment plans. Participants are required to have a record of a minimum of 3 projects over the last 10 years of comparable nature and degree of complexity (e.g., climate analyses, climate policies, climate related project development, financial and/or economic analyses, water management or similar). <b>-(Required/Evaluated)</b></li> </ul>	<b>20%</b>		
<b>Key expert 1: Team Leader - TL (Environment and Project Management)</b>	<b>20%</b>		
University degree in Water resources management, Natural resource management, climate change. Environmental management, Hydrology, Hydro engineering, Civil or Environmental engineering, economics or equivalent (in some of engineering discipline with master's degree close related with scope of the work) <b>-(Required ON/OFF)..</b>			
Fluency in both written and spoken English - <b>(Required ON/OFF).</b>			
At least 15 years of demonstrable relevant working experience in similar tasks and studies and a proven track record related to environmental management including: <ul style="list-style-type: none"> <li>Experience in implementation of the environmental projects</li> <li>Hands on experience in drafting of the environmental project proposals and full project development cycle - <b>(Required/Evaluated)</b></li> </ul>	9%		
At least 10 years of management experience in projects with multidisciplinary teams related to integrated water resources management and/or climate change <b>-(Required/Evaluated)</b>	5 %		
Experience in implementation of the WFD and other related directives and experience with implementation of water related policies at least two years <b>-(Desired/Evaluated)</b>	5 %		
Experience in involving stakeholders in the integrated water management process– at least one year <b>-(Desired/evaluated)</b>	1 %		
<b>Key expert 2: Climate change expert</b>	<b>15 %</b>		
University degree in Water resource management, Climate change, Natural resource management, Environmental management, Hydrology, Hydro engineering, Environmental engineering, economics or equivalent - <b>(Required ON/OFF).</b>			
Fluency in both written and spoken English - <b>(Required ON/OFF)..</b>			
At least 10 years of demonstrable experience and a proven track record related to climate change analyses including development of the cc scenarios and projections and development of the mitigation and adaptation measures - <b>(Required/Evaluated)</b>	8%		



Experience in the implementation climate change related policies and/or projects -at least two years-(Required/evaluated)	5%		
Experience in working in the region is highly desirable and is an asset -at least one year-(Desired/evaluated).	2%		
<b>Key expert 3: Data collection expert</b>	10 %		
University degree in social or natural sciences, sociology, development, socio-economy, agro-economy, natural resource management, sustainable development or related field from a recognized university -(Required ON/OFF).			
Fluency in both written and spoken English and Montenegrin /Serbian/Croatian/Bosnian – (Required ON/OFF).			
Minimum 5 years of experience in data collection and processing and public participation processes, stakeholder engagement in national and international public organisations, preferably on natural resources management-(Required/Evaluated)	4%		
Experience from at least 2 projects related to climate change or water management in position of data collection and stakeholder's engagement or similar -(Desired/evaluated)	4%		
Experience in working in the region is an asset - at least one year -(Desired/evaluated)	2%		
<b>Key expert 4: Investment planning expert</b>	15%		
University degree in social sciences, sociology, development, socio-economy, economy, financing, agro-economy, natural resource management, sustainable development or related field from a recognized university - (Required ON/OFF).			
Fluency in both written and spoken English - (Required ON/OFF).			
Minimum 10 years of experience in economy and financing -(Required/Evaluated)	5%		
Experience of at least 2 projects related to the development of the investment plans and business cases or similar -(Required/Evaluated)	7%		
Experience in working in environmental or climate change projects is an asset -at least one year-(Desired/evaluated)	2%		
Experience in working in the region is an asset - at least one year-(Desired/evaluated)	1%		
<b>Key expert 5: Data management and GIS expert</b>	10%		
University degree in geography, informatics, agriculture, natural sciences, mathematics or equivalent related to GIS, mapping, databases, data processing or equivalent (Required ON/OFF).			
Fluency in both written and spoken English-(Required ON/OFF).			
At least 5 years of experience in data management: GIS, mapping, databases, data processing applied in integrated water management, climate change or other related areas -(Required/Evaluated)	7%		

Working experience in projects related to integrated water management or/and climate change– at least one project – (Desired/evaluated)	3%		
<b>Section 2: Approach and Methodology</b>	<b>10 % of total</b>		
Approach to the requested Assignment: detailed description of the methodology of how the Participant will achieve all objectives and tasks and deliver all outputs as described in the Terms of Reference of the assignment, keeping in mind the appropriateness to local conditions. The approach should include Risks / Mitigation Measures: description of the potential risks for the implementation of this assignment that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.	10%		

**Failure to provide the minimum required qualifications is considered ground for disqualification.**

Scoring for each evaluated section will be made as following:

Section 1 – Expertise and work experience: score starts at 100 points (when minimum requirements are met) and can reach 150 points depending on the description of the participant and the number of projects implemented in excess of those required as a minimum. (100p Base +10p for extra criteria over base up to 50 additional points)

Section 2 – Approach and Methodology: score starts at 100 points and can reach 150 points depending on the length, detail, depth, and structure of the information provided.

Each Section/evaluation criterion is evaluated autonomously. The final scoring of each evaluation criterion is the outcome of its scoring multiplied by the corresponding weighting factor. The overall score of the technical offer is the sum of the final scoring of all the Sections/evaluation criteria.

The overall score of the technical offer is calculated on the basis of the following formula:

$$B_i = w_1 \times c_1 + w_2 \times c_2 + \dots$$

For the overall score which will determine the ranking of offers, technical evaluation will be weighted with 80%, and the financial offer with 20%.

The final listing of the most advantageous offers will be made on the basis of the following formula:

$$\Lambda_i = 0.8 * (B_i/B_{max}) + 0.2 * (K_{min}/K_i).$$

Where:

- Bmax: the max score received by the best of the technical offers received
- Bi: the score of the technical offer
- Kmin: The cost of the financial offer with the minimum price offered.
- Ki: The cost of the financial offer

The most advantageous offers is the one with the greater value of  $\Lambda$ .

In case of equality of overall scores, the winning proposal is the one whose corresponding technical proposal received the highest rating.

## Monitoring and Progress Controls

Mr. Novak Cadjenovic, Senior Programme Officer at GWP-Med and Ms. Anjali Lohani, Senior Program Specialist – Water Resources Management & Climate Resilience at GWP-O will be providing oversight and guidance from the side of the Project Team.

Coordination meetings between the consultant and the Project Team shall be scheduled on a bi-weekly basis in order to effectively monitor the progress pertaining to the workplan that was submitted with the Inception Report. The rendering of services shall be executed, and completion thereof shall be determined, upon the satisfaction and approval of the deliverables by the Project manager and GWP-Med Executive Secretary.

## Place of Performance

The tasks will be carried out from a place of the Consultant's preference. At least one member of the consultant team should be based or be engaged in Montenegro. Missions for the consolidation of data (verification missions) and for consultation purposes will be conducted (all in Montenegro).

## Terms and Conditions

- Language

The language of the key deliverables/outputs is English.

- Data and information

The Consultant is responsible for collecting all information and data necessary for the completion of this assignment. Missing information (from any side) would not be considered as an eligible reason for not completing the tasks.

GWP-Med can assist in communicating with relevant institutions and stakeholders to verify the availability of the data needed or information.

- Submission of data, reports and other material produced

All primary data, reports, and other documentation produced during this assignment shall be made available to GWP-Med and to the relevant institutions in electronic format. All data acquired and products developed during the assignment will be in the ownership of the Project and cannot be used by the Consultant and its team without prior written permission.

- Cooperation requirements

The Consultant is expected to work closely with GWP-Med Podgorica office, the Ministry of Agriculture, Forestry and Water management of Montenegro and the Montenegrin Office for sustainable development and NDA.

- Review and quality assurance

A thorough evaluation of the Consultant's work conducted during the course of the assignment implementation, as well as a comprehensive review of the deliverables, may be conducted by an independent external expert or team of experts. The Consultant is expected to thoroughly consider address and potentially incorporate all the comment/inputs provided from project team, stakeholders and potential external review.