



# Terms of Reference (ToR) NbS Fundraising Consultancy in Bosnia and Herzegovina and Montenegro

## About IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 950 staff in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 15,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous people's organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

[www.iucn.org](http://www.iucn.org)  
<https://twitter.com/IUCN/>

## Background information

Climate change is increasing the frequency, intensity and magnitude of disasters, leading to a higher number of casualties as well as property and economic losses. Nature can provide cost-effective, no-regret solutions, which help increase community resilience beyond their capacity to absorb and recover from a single disaster, such as a flood or drought. IUCN has been at the forefront of developing the concept of [Nature-based Solutions](#) and has recently launched a [Global Standard for Nature-based Solutions](#). Evidence shows that beyond the positive impact on societies and improved management of disaster risks, Nature-based Solutions benefit habitats and biodiversity as well as support climate change mitigation and adaptation.

Countries in the Western Balkans are among the most vulnerable with respect to climate change impacts affecting numerous sectors and domains. Yet, while Nature-based Solutions are increasingly used and integrated into climate change policy and action planning globally, in particular, in relation to disaster risk reduction and community resilience, in the Western Balkans, the value derived from deploying Nature-based Solutions in response to societal challenges remains underexplored. The contributions of ecosystems and biodiversity towards climate change adaptation and disaster risk reduction have not been recognised or sufficiently reflected in relevant strategies and policies in the region. Policies and planning approaches are often fragmented or do not consider capacity gaps with regards to their implementation.

Nature-based Solutions have been well recognised as offering untapped potential to the achievement of the multiple national and international priorities on mitigating climate change, improving livelihoods, reducing desertification and conserving biodiversity. Integrating Nature-based Solutions into national climate change policy and planning is one way to promote and create a more holistic perspective that acknowledges the role of ecosystems and the services they provide. Also, it is critical that investments are mobilized for nature-based

solutions through other mechanisms than public sector investments. Additionally, alignment with global and regional policy frameworks, including the Paris Agreement with NDCs as its delivery vehicle, the Sendai Framework, Agenda 2030, CBD and NAPs among others, supports the achievement of international commitments and reporting requirements. Overlaps between these frameworks as well as other activities, such as the work on UNCCD's land degradation neutrality should also be considered. Global post-2020 negotiations in particular offer opportunities for mainstreaming Nature-based Solutions into ongoing policy development and planning processes, such as updating and / or enhancing NDCs (including how to enhance climate resilience (adaptation), setting LDN targets, and defining the pathways to achieve the Post-2020 Global Biodiversity Framework.

In addition to global frameworks, the Western Balkan countries strive to align national policies with EU acquis. The recently adopted EU Green Deal, the EU Biodiversity Strategy and forthcoming EU Strategy on Adaptation to Climate Change provide new opportunities for Nature-based Solutions actions. The Green Agenda for the Western Balkans and its Action Plan aim to adapt the EU Green Deal's objectives and related strategies to the regional context and align goals with priorities of the Western Balkan countries. ADAPT aims to harness the potential of Nature-based Solutions for climate change adaptation and disaster risk reduction by capitalising on national, regional and global processes for policymaking and planning that facilitate effective implementation.

[ADAPT: Nature-based Solutions for resilient societies in the Western Balkans](#) is a project funded by the Swedish International Development Cooperation Agency (Sida) and implemented by IUCN. It aims to increase ecosystem and community resilience to climate change and environmental degradation in the Western Balkans. The project works at multiple levels and involves government agencies, research institutions and civil society, which offers opportunities for knowledge exchange, wider capacity building and institutional strengthening as well as the potential for scaling up.

The project is implemented through the following three strategies:

1. Enhance knowledge and awareness of nature-based disaster risk reduction solutions among decision makers, natural resource managers and local communities with a specific focus on gender;
2. Integration of Nature-based Solutions and equitable climate-smart planning into adaptation and disaster reduction policy; and
3. Implementation of Nature-based Solutions for disaster risk reduction and their scale-up.

In order to demonstrate the value and multiple benefits of Nature-based Solutions, the project aims at implementing two pilot NbS field projects, one in Kraljevo municipality in Serbia and one in Elbasan municipality in Albania. Apart from the two pilot sites, the project will help prepare a tender dossier and feasibility studies for future NbS projects in selected pilot sites in the other four Western Balkans economies.

This assignment will contribute to strategy three, with a particular focus on scaling up Nature-based Solutions drawing on the regional and national assessments and work done in the pilot sites. This will entail reaching out to key institutional partners to explore the possibility for developing a small- to medium-sized project proposal. The work will include stakeholder consultation, development of a pre-feasibility analyses and concept note for submission to the selected donors.

## Scope of work

The consultant will work closely with the IUCN project management team, relevant IUCN units, project partners and experts in order to develop a concept note and a pre-feasibility analyses for future NbS pilot project(s). The concept note will focus on addressing selected societal challenges through implementation of Nature-based Solutions in mapped areas. The Consultant will be responsible for the following tasks:

### Bosnia and Herzegovina

The ADAPT project team conducted an initial consultation with relevant stakeholders i.e. representatives of line ministries, competent institutions, academy and CSOs in Bosnia and Herzegovina to map areas with high level of degradation caused by disasters and climate changes in both Federation of Bosnia and Herzegovina and Republic of Srpska. Several knowledge products were produced in the framework of the ADAPT project that will serve as starting point for this assignment. The Consultant should integrate findings from the Scoping Study on Nature-based Solution in Bosnia and Herzegovina, from the study [Integrating Nature-based Solutions into policies for climate change adaptation and disaster risk reduction: A regional comparative policy analysis in the](#)

[Western Balkans](#) and from discussions with representatives of the ADAPT National Coordination Group, as well as expert inputs received through bilateral consultations. The output of this Consultancy will be a concept note ready for submission to a bilateral or multilateral donor, accompanied by a prefeasibility study for two NbS pilots in Bosnia and Herzegovina, one located in the Federation of Bosnia and Herzegovina and one in Republic of Srpska. Pilot areas will be complementing each other in order to increase the total impact of the NbS intervention. All stakeholders made a consensus that pilot area in Federation of Bosnia and Herzegovina should be placed in the upper stream of Vrbas river where Forest Landscape Restoration (FLR) interventions should be applied, while the pilot project in Republic of Srpska will be developed in the agriculture area of middle and lower stream of Vrbas river. The main societal challenge that affects ecosystems and communities around the Vrbas river is extensive floods that causes massive losses of resources and goods.

## **1. Preliminary Consultations**

Initial consultations were organised in Bosnia and Herzegovina as stated above, therefore there might not be a need for conducting extensive consultations. Nevertheless, we do recommend the Consultant to organise bilateral or group meetings with relevant stakeholders during the development of the concept note and pre-feasibility analyses. These consultations should be organised in the inception phase of the assignment and once preliminary results will be ready i.e. draft concept and pre-feasibility study.

## **2. Draft concept note**

Based on the inputs from stakeholder's consultation, which will be provided to the Consultant by IUCN ECARO under the form of meeting minutes, and pre-feasibility analyses, prepare one draft concept note for one NbS pilot project that will include two areas – one in the Federation of Bosnia and Herzegovina and one in Republic of Srpska. The draft concept note should be prepared using the template provided by IUCN ECARO and will include, amongst other, the following information: executive summary, project context and baseline, problematic and project rationale, theory of change, project goals, expected results, outcomes, outputs and activities, description of main stakeholders and beneficiaries, project relevance in the Western Balkan context and long-term sustainability, as well as indicative financing and cost information. Project activities should be developed in line with [IUCN Global Standard for Nature-based Solutions™](#) and other relevant IUCN's methodologies for restoration of landscapes, such as [Restoration Opportunity Assessment \(ROAM\) Methodology](#). Moreover, the concept note should be aligned with the objectives of the Green Agenda for Western Balkans, which should be elaborated within the project context part. Alignment of the project idea with other relevant regional, national and local policies should be described in the concept note as well.

## **3. Pre-feasibility analyses**

As part of the draft concept note development, and based on initial discussions with stakeholders and exchange with the IUCN ECARO, the consultant will prepare one pre-feasibility analyses to assess the relevance and soundness of the draft concept note, results and indicative cost, as well as the alignment with national strategic priorities, legal, regulatory and institutional frameworks. The study should provide details on the societal challenges that are addressed through concept note (climate change, floods, degradation of ecosystems and impact on the economy and local community), and should rely on available official data, desktop research and interviews. The study should include, inter alia, the following sections (list non-exhaustive): the national climate change and disaster risk context, stakeholder mapping, identification of potential implementing partner(s), identification of potential sources of funding at international and national level, key findings and identification of problems, and recommendations for the pilot project. The pre-feasibility analyses should be used as a source of background information for the draft concept note.

## **4. Consultation meeting for results validation**

The draft concept note will be presented to and discussed with relevant stakeholders in both entities. The Consultant should prepare presentation of the main parts of the concept note and lead the consultation meeting in a participatory way to collect feedback and all necessary information for finalising the concept note. Validation consultations should be organised in both Federation of Bosnia and Herzegovina and

Republic of Srpska with relevant stakeholders, which will be mapped jointly by the ADAPT team and the Consultant.

## **5. Final Concept Note**

Based on findings resulted from the final validation meeting, the Consultant will consolidate all inputs received from key stakeholders and the ADAPT project team. He/she will update and finalise the concept note to make it ready for submission to bilateral and/or multilateral donors.

## **Montenegro**

Unlike the process convened in Bosnia and Herzegovina, where initial consultations with relevant stakeholders already took place and project areas have been mapped, as well as the type of societal challenges that should be tackled through the concept note, in Montenegro the concept note development will include an initial consultation as part of this Consultancy that will serve to identify the potential pilot area. It is recommended that concept note focuses on the coastal ecosystems or inland wetland areas with strong impact of intensive tourism on the natural resources' sustainability, biodiversity conservation and local community livelihood.

### **1. Preliminary Consultations**

For the purpose of gathering all relevant information and expert opinion crucial for NbS piloting and concept note development in Montenegro, a series of preliminary consultations with key stakeholders will be held. The main aim of consultations is to identify the main societal challenges, NbS sectors of application and potential areas for the implementation of future NbS projects in Montenegro. A group consultation will be organised in Montenegro with participation of all relevant stakeholders from governmental institutions, academia, specialized institutions and organisations, and CSOs. The Consultant is required to prepare a consultations' plan and a meeting agenda, in consultation with IUCN ECARO, and lead this meeting. If needed, the Consultant may further consult bilaterally with key stakeholders during the concept note and pre-feasibility study development.

### **2. Draft concept note**

Based on the inputs from stakeholders' consultation and pre-feasibility study, prepare one draft concept note for one NbS pilot project in Montenegro. The draft concept note should be prepared using the template provided by IUCN ECARO and will include, but not be limited to, the following information: executive summary, project context and baseline, problematic and project rationale, theory of change, project goals, expected results, outcomes, outputs and activities, description of main stakeholders and beneficiaries, project relevance in the Western Balkan context and long-term sustainability, as well as indicative financing and cost information. Project activities should be development in line with [IUCN Global Standard for Nature-based Solutions™](#) and other relevant IUCN's methodologies for restoration of landscapes, such as [ROAM](#) methodology. Moreover, concept note should be aligned with the objectives of the Green Agenda for Western Balkans, which should be elaborated within the project context part. Alignment of the project idea with other relevant regional, national and local policies should be described in the concept note as well.

### **3. Pre-feasibility analyses**

As part of the draft concept note development, and based on initial discussions with stakeholders and exchange with the IUCN ECARO, the consultant will prepare one pre-feasibility study to assess the relevance and soundness of the draft concept note, results and indicative cost, as well as the alignment with national strategic priorities, legal, regulatory and institutional frameworks. The study should provide details on the societal challenges that are addressed through the concept note (climate change, floods, degradation of ecosystems and impact on the economy and local community), and should rely on available official data, desktop research and interviews. The study should include, inter alia, the following sections (list non-exhaustive): the national climate change and disaster risk context, stakeholder mapping, identification of potential implementing partner(s), identification of potential sources of funding at international and national level, key findings and identification of problems, and recommendations for the pilot project. The pre-feasibility study should be used as a source of background information for the draft

concept note.

#### 4. Consultation meeting for results validation

The draft concept note will be presented to and discussed with all relevant stakeholders in Montenegro. The Consultant should prepare a meeting agenda, a presentation of the main sections of the concept note and lead the consultation meeting with a participatory approach in order to collect feedback and all necessary information for finalising the concept note. Validation consultations will last for one to two days; the stakeholder list for the validation workshop will be put together jointly by the ADAPT team and the Consultant.

#### 5. Final Concept Note

Based on findings resulted from the final validation meeting, the Consultant will consolidate all inputs received from key stakeholders and the ADAPT project team. He/she will update and finalise the concept note to make it ready for submission to bilateral and/or multilateral donors.

Stakeholder consultations in both Bosnia and Herzegovina and Montenegro will be organised with support of the ADAPT project team. This includes necessary logistical support for the preparation and organisation of consultation meetings.

### Expected deliverables and tentative timeframe

	Task	Deliverable	Tentative timeline
<b>Bosnia and Herzegovina</b>			
1	Preliminary Consultations - Bosnia and Herzegovina	- Meeting minutes from consultation meetings with key stakeholders	During the Concept note and Pre-feasibility analyses development, if deemed necessary
2	Draft Concept note - Bosnia and Herzegovina	- One draft concept note following the guidance from this ToR and the ADAPT team, using the template provided by IUCN ECARO	31 October 2023
3	Pre-feasibility analyses - Bosnia and Herzegovina	- One draft pre-feasibility study accompanying the draft concept note assessing its relevance and soundness against IUCN NbS Global Standard, the ADAPT project intervention logic and relevant IUCN methodologies	31 October 2023
4	Validation Consultations - Bosnia and Herzegovina	- Meeting agenda, power point presentation and plan for the consultation meeting - Meeting minutes from consultation meetings with national partners and stakeholders	10 December 2023
5	Final Concept note - Bosnia and Herzegovina	- Final concept note ready to use for fundraising	31 January 2024
<b>Montenegro</b>			
6	Preliminary Consultations - Montenegro	- Presentation and plan for the consultation meeting - Meeting minutes from consultation meetings with national partners and stakeholders	September 2023  During the Concept note and Pre-feasibility analyses

			development, if deemed necessary
7	Draft Concept note - Montenegro	- One draft concept note following the guidance from this ToR and the ADAPT team, using the template provided by IUCN ECARO	30 November 2023
8	Pre-feasibility analyses - Montenegro	- One pre-feasibility study for the draft concept note assessing its relevance and soundness against IUCN NbS Global Standard, the ADAPT project intervention logic and relevant IUCN methodologies	30 November 2023
9	Validation Consultations - Montenegro	- Meeting agenda, power point presentation and plan for the consultation meeting - Meeting minutes from consultation meetings with national partners and stakeholders	22 January 2024
10	Final Concept note - Montenegro	- Final concept note, ready to use for fundraising	29 February 2024

The tasks, deliverables and timelines presented above have been prepared in accordance with the current project work plan and logframe. Tasks, deliverables and timeframes may be adjusted in accordance with adaptive project management and updated yearly work plan and logframe. This will be done in consultation between the NbS Pilot Project Development Consultant and the ADAPT project management team.

## Resources

Read more about the ADAPT project, guidelines and tools related to Nature-based Solutions and Monitoring and Evaluation:

1. [IUCN Global Standard for Nature-based Solutions](#)
2. [ADAPT project](#)
3. [Integrating Nature-based Solutions into policies for climate change adaptation and disaster risk reduction: A regional comparative policy analysis in the Western Balkans](#)
4. [A guide to the Restoration Opportunities Assessment Methodology \(ROAM\)](#)
5. [Enhancing Nature-Based Solutions in Bosnia and Herzegovina : The role of ecosystems in disaster risk reduction and climate change adaptation](#)
6. Enhancing Nature-Based Solutions in Montenegro: The role of ecosystems in disaster risk reduction and climate change adaptation (on request)
7. [Environmental and Social Management System | IUCN](#)
8. [IUCN Monitoring and Evaluation Policy](#)
9. [Green Agenda for the Western Balkans](#)

## Duration of the assignment

The duration of this assignment will last over the period from the signing of the contract until **31 March 2024**.

## Meetings and travel

The Consultant is required to participate in a series of physical meetings and consultations. This will require travel that will be subject to IUCN Travel Policy for Non-Staff.

When possible in-person meetings will be prioritised, but if not possible due to legitimate reasons and in line with prior agreement with the IUCN ECARO team, virtual meetings and validations will take place.

Travel costs will be subject to prior written approval by IUCN ECARO and will be reimbursed after submission of all receipts and accompanied documentation.

## Responsibilities and communication

The Consultant is mandated by IUCN for all the tasks and deliverables mentioned in above sections. All deliverables need to be submitted to IUCN ECARO in English by the given deadline.

## Pricing information

The maximum available budget for this consultancy is estimated at **EUR 20,000**, including VAT and excluding assignment-related travel costs. All costs i.e. accommodation, transport and subsistence costs will be reimbursed based on real costs incurred.

## Experience and qualifications

The consultancy is open to experts from consultancy companies or a team of experts with the following expertise:

- Demonstrated expertise in project development and fundraising with a particular focus on environment, climate change, disaster risk reduction and nature protection.
- Demonstrated experience in project development for various donors, most preferably EU Commission, Sida, USAid, UKAid, ADA, SDC etc.
- Good understanding of the principles and criteria of the IUCN Global Standard for Nature-based Solutions will be considered an asset.
- Good understanding of global, regional and national (Bosnia and Herzegovina and Montenegro) policies for climate change, disaster risk reduction and nature protection.
- Excellent analytical skills and a proven track record of preparing analyses, assessments and studies in the fields of environment, climate change, disaster risk reduction and nature protection.
- Demonstrated experience of working in the Western Balkan region and a good understanding of regional and national priorities for climate change adaptation and disaster risk reduction, particularly in Bosnia and Herzegovina and Montenegro.
- Demonstrated experience of working with state and local authorities, international organisations, research and academia, and CSOs.
- Good networking and communications skills.
- English language proficiency.
- Bosnian and Montenegrin language proficiency.

Consultancy companies submitting an offer, need to prove that expert(s) assigned to this task fulfil the aforementioned criteria.

If independent expert or team of experts from Serbia are submitting an offer, it is necessary to have a status of legal entity in accordance with the Serbian legislation (DOO, AD, preduzetnik etc.).