



TERMS OF REFERENCE

- A. **Job title:** National Expert for Lessons Learned from Project Implementation
- B. **Type of position:** National consultant
- C. **Duty Station:** Home based and Podgorica, Montenegro
- D. **Duration of appointment:** 01st February – 22nd February 2026 – 10 of working days
- E. **Contract type:** Individual Contract (IC)

I. Background:

Following the completion of the Capacity-Building Initiative for Transparency (CBIT) project, Montenegro is undertaking a systematic assessment of project implementation experiences in order to capture key lessons learned and good practices that can inform future transparency-related initiatives. As countries continue to implement the Enhanced Transparency Framework (ETF) under Article 13 of the Paris Agreement, documenting practical implementation experiences is essential for strengthening institutional learning, improving project design, and ensuring the sustainability of achieved results.

The CBIT project has supported Montenegro in enhancing national capacities related to monitoring, reporting, verification, and evaluation (MRV-E), strengthening institutional coordination, and aligning national transparency arrangements with ETF requirements and Modalities, Procedures and Guidelines (MPGs). Throughout the project lifecycle, a range of technical, institutional, and operational challenges and successes have emerged, providing valuable insights into effective approaches for transparency system development in a national context.

In this context, the Ministry of Ecology, Sustainable Development, and Northern Region Development intends to engage a **National Expert for Lessons Learned from Project Implementation** to systematically analyse the CBIT project's implementation process and outcomes. The assignment aims to identify key lessons learned, best practices, challenges, and recommendations related to project planning, execution, coordination, capacity building, and sustainability, with a view to supporting future transparency-related projects and ongoing implementation of the Enhanced Transparency Framework in Montenegro.

The outputs of this assignment will contribute to institutional knowledge management, inform post-CBIT planning, and support continuous improvement of transparency frameworks and climate reporting processes in line with Article 13 of the Paris Agreement.

II. Duties and Responsibilities:

Objective of the assignment:

Prepare a concise, evidence based Lessons Learned Report covering the implementation of the CBIT project and related activities the relevant implementation period, with clear, actionable recommendations to improve future implementation, MRV-E systems, stakeholder engagement, and alignment with EU and UNFCCC transparency requirements.

Under the direct supervision of the Project Director and Project Manager, the expert will be responsible for the following:

Analysis and Review

- Review project documents, progress reports, MTR, TE, monitoring data, workplans, and relevant national and sectoral strategies and policies.
- Map stakeholders and institutional roles relevant to project implementation and MRV-E.
- Identify and collect quantitative and qualitative evidence on outputs, outcomes, and implementation processes across priority sectors (energy, industry, agriculture, forestry, waste, water management, and other relevant sectors).
- Assess the effectiveness of data collection, indicator use, reporting flows, and institutional coordination mechanisms.

Lessons Learned and Recommendations

Draft a comprehensive report covering:

- Identify good practices, systemic bottlenecks, capacity gaps, and risks observed during implementation.
- Distinguish lessons at three levels: technical (MRV-E, data systems), institutional (coordination, mandates), and operational (planning, procurement, capacity building).
- Formulate prioritized, practical recommendations for the next implementation period, including short, medium, and long term actions, responsible institutions, and indicative timelines.



Consultation and Validation

- Engage with relevant stakeholders: CBIT national team, ministries, agencies, and stakeholders to validate findings if appropriate.
- Contribute to final conference of the project to present draft results and incorporate feedback as appropriate.

Finalization

- Finalize the Lessons learned Report in English language, in formats suitable for government submission and MRV reporting.
- Provide all supporting documentation, datasets, and annexes.

The expert will submit a report with a detailed account of the activities developed within the framework of the contract execution, as well as the information as appropriate and as requested by the Project manager.

III. Deliverables

1. Deliverable 1
Inception note and detailed work plan including methodology, stakeholder list, interview plan, and schedule — by 5th February 2026.

2. Deliverable 2
Draft Lessons Learned Report in Montenegrin and English, including annexes (minutes, attendance lists, datasets) — by 15th February 2026.

3. Deliverable 3
Final Lessons Learned Report in Montenegrin and English, incorporating validation feedback and ready for submission — by 20th February 2026.

Format and length

Executive summary (2 pages), main report, and annexes as separate files.

All deliverables submitted electronically in editable and PDF formats.

Time duration and travel: 01st February – 22nd February 2026

III. Competencies:

- Demonstrates integrity and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.

IV. Qualifications and expertise:

- University degree in environmental sciences, engineering, economics, law, or related fields (Master's or PhD degree preferred).
- **Professional Experience**
 - At least 7 years of professional experience in climate change, environmental policy, or related areas.
 - Proven experience in monitoring and evaluation (M&E) of project activities.
 - Demonstrated experience in the preparation of strategic documents, preferably on climate strategies, GHG mitigation/adaptation plans, or related policy frameworks.
 - Experience in sustainable development reporting and/or the establishment of MRV systems (indicator setting, data collection, and monitoring).
 - Familiarity with UNFCCC processes, the Paris Agreement, EU climate policy framework, and the national climate policy context.
 - Experience working with government institutions, agencies, and stakeholders in Montenegro (experience in the Western Balkans region is an asset).

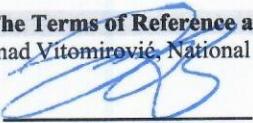
Skills and Competencies



- Excellent analytical, drafting, and synthesis skills, with a proven track record of producing high-quality reports.
- Strong stakeholder engagement and facilitation skills, including experience with consultations and validation workshops.
- Excellent command of Montenegrin and English (oral and written).

V. The Terms of Reference approved by:

Name: Nenad Vitomirović, National Project Director

Signature: 

Date: 12.01.2026.