



TERMS OF REFERENCE

Job Title: Consultant for Digitalisation of the National Training Program on Strategic Planning

Type of position: National

Duty station: Podgorica, Montenegro

Contract type: Consultant

Duration of appointment: 30 working days in the period 1 November 2025 – 1 March 2026

Deadline for application: 20 October 2025, 12h CET

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 under Component 2 – Biodiversity mainstreaming into sectoral policies and practices and aims to support Montenegrin efforts to enhance its strategic planning capabilities, with a focus on biodiversity conservation and climate change adaptation and mitigation. This includes fostering better integration of biodiversity and climate-related considerations into national and regional development plans.

In this regard, the project will strengthen the existing Education Program for Strategic Planning for Civil Servants, implemented by the Secretariat-General of the Government of Montenegro in cooperation with the Human Resources Management Authority. The Program has been running since 2018, and over six, in person training cycles, around 200 civil servants have strengthened their capacities for strategic planning.

The Program, consisting of seven modules, is based on the national Methodology for policy planning, preparation and monitoring of strategic documents, enriched with gender and environmental impact perspectives and complemented by the Guidelines on integrating biodiversity and climate change into



sustainable development, as well as guidance on preparation, reporting, and evaluation of strategic documents.

However, effective application of these guidelines requires a comprehensive and user-friendly education program that builds capacity for integrated assessment of biodiversity and climate issues within strategic planning.

While the current Program is open to all civil servants, there is a need to transform it into a digital format. This will enable wider access for practitioners and policymakers, support upscaling of training, and strengthen capacities across sectors to develop strategic plans aligned with biodiversity and climate goals.

II Objectives of the assignment:

The main goal of this assignment is to design a comprehensive digital training program that strengthens capacities in strategic planning by integrating biodiversity and climate change considerations into Montenegro's policy and development frameworks.

The specific objective is for the consultant to support the development of content and materials for a digital education program on strategic planning, building on the existing seven core modules of the Education Program for Strategic Planning for Civil Servants. Each module will be adapted to incorporate an integrated approach to assessing biodiversity and climate impacts within the strategic planning process.

The seven modules are:

1. Strategic Planning System in Montenegro
2. State Analysis
3. Goal Setting and Performance Indicators
4. Planning of Activities and Communication
5. Budgeting
6. Monitoring & Reporting
7. Evaluation

The digital program will provide practical knowledge and tools for professionals, policymakers, and decision-makers on how to prepare and implement strategic documents that are fully aligned with national policies and requirements, while embedding biodiversity and climate change objectives into planning and execution. This will ensure that strategic documents contribute effectively to sustainable development and to Montenegro's commitments in the areas of environmental protection, biodiversity conservation, and climate change adaptation and mitigation.



III Job content

In close cooperation with the Project Manager, Chief Technical Advisor, and representatives of the Secretariat-General of the Government, the Consultant will have the following specific tasks:

1. Review and analysis

- Analyse the existing Education Program for Strategic Planning for Civil Servants, including its seven modules, core documents (Methodology, guidelines, evaluation handbooks), supporting materials, evaluation and lessons learned from previous implementation;
- Identify additional relevant documents and resources to be used in the digital program (e.g., national strategies, policy documents, reports, and international best practices on sustainable development, biodiversity, and climate change).

2. Content development and enrichment

- Enrich existing modules with updated reading materials, case studies, and examples of good practice in strategic planning with integrated gender, biodiversity, climate, and sustainable development perspectives (preferably from similar regions or countries).
- Prepare pre-designed templates for strategic documents with all obligatory elements, available for participants to download and apply in their own projects.
- Develop a comprehensive glossary of key terms and acronyms related to strategic planning, sustainable development, biodiversity, and climate change.
- Prepare a curated list of recommended readings and resources (online sources, books, journals) for participants wishing to deepen their knowledge.

3. Digital curriculum design

- Redesign the existing in-person program into a fully online curriculum structured around the seven modules.
- Prepare presentations, structured reading materials, and assessment tools (quizzes, exercises, assignments) adapted to online learning.
- Design interactive features such as short quizzes, scenario-based questions, discussion forums, and peer review mechanisms to enhance engagement and encourage collaborative learning.
- Ensure that each module includes integrated assessments that allow learners to apply theoretical knowledge to real-world situations.

4. Multimedia development

- Work with multimedia/IT specialists to prepare high-quality online learning materials, including video lectures, interactive presentations, infographics and similar.
- Ensure all training materials are accessible, inclusive, and available in multiple formats (text, video, audio, and downloadable resources).

5. Platform preparation and integration

- In cooperation with the multimedia/IT specialist, prepare the program in a format suitable for the



Educom e-learning platform of the Human Resources Management Authority, including appropriate file types, content structure, and assessment forms.

- Test the online course on the Educom platform to ensure smooth functionality, user-friendliness, and accessibility.

IV Deliverables:

1) Program Analysis Report including:

- Review and analysis of the existing seven-module Education Program for Strategic Planning for Civil Servants.
- Identification of gaps and opportunities for enrichment.
- Mapping of core documents, guidelines, national strategies, and other relevant resources (research papers, policy documents, reports, and books) to be incorporated into the digital program.
- Proposed structure for adapting the program into a digital format.

2) Enriched Curriculum

- Comprehensive, updated curriculum for seven modules, adapted to digital format and enriched with: case studies and examples of good practice; updated reading materials and references; integrated content on biodiversity, climate change, and sustainable development; practical templates for strategic documents; glossary of key terms and acronyms and curated list of further learning resources (books, online sources, journals).

3) Digital Learning Materials

- Presentations, reading packages, and structured assignments for each module.
- Interactive elements, including quizzes, scenario-based exercises, and peer review mechanisms.
- Assessment tools (tests, assignments, self-evaluation forms).

4) Multimedia Package

- Video lectures, interactive presentations, infographics prepared in cooperation with multimedia/IT specialists, and available in accessible, inclusive, and multiple formats (text, video, audio, downloadable resources).

5) Educom-Compatible Course Package Tested and ready for implementation

- Fully structured and functional course package prepared for the ILIAS platform of the Human Resources Management Authority, including: module structure; upload-ready files (presentations, texts, videos); assessment forms and interactive tools.

6) Final Report

- Summary of work completed, challenges encountered, and recommendations for updating and maintaining the digital program in the future.

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 political sciences, economics, management, environmental sciences, law, education, sustainable development. Higher level degrees will be considered a strong asset.
- At least 7 years of working experience in the fields of strategic planning/policy development, preferably including biodiversity and climate, sustainable development and gender mainstreaming, and/or the field of education (preferably adult learning).
- Proven experience in developing and/or delivering training programs/curricula, or instructional design, preferably in the public sector or adult education context.
- Excellent analytical and drafting skills, with ability to synthesize complex information into user-friendly training materials.
- Proven familiarity with e-learning platforms and multimedia-based instructional tools (videos, animations, interactive infographics, etc.).
- Pedagogical and instructional design skills, including ability to create engaging and practical learning resources.

VII Application procedure:

Candidates must submit their applications, via email to the following email address irena.krivokapic@mepg.gov.me | 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).



Ministry of Ecology, Sustainable
Development and Northern
Region Development

Adresa: Cetinjski put bb
81000 Podgorica, Crna Gora

Applications must be delivered/drafted in English. Incomplete applications will not be taken into consideration. Applications must be sent by email no later than 20 October 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: 1 October 2025