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Republika e Kosovës  
Republika Kosova-Republic of Kosovo  
Qeveria  
Vlada-Government

## INTEGRATED WATER RESOURCES MANAGEMENT IN KOSOVO (IWRM-K)

### Phase 2

# Building Inclusive Water Governance: Stakeholder Engagement and CSO Grant Facilitation under IWRM-K Phase 2

## Request for Proposals

### RFP 002/2024

December 2024



Integrated Water Resources  
Management in Kosovo

*The IWRM-K is a Swiss Agency for Development and Cooperation (SDC) and Government of Kosovo Program, implemented by Skat Consulting Ltd. (Switzerland) in consortium with the Environment Agency Austria (EAA)*

**skat** Swiss Resource Centre and  
Consultancies for Development

ENVIRONMENT  
AGENCY AUSTRIA **umweltbundesamt**<sup>U</sup>

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## Acronyms/Abbreviations

CSOs	Civil Society Organizations
EAA	Environment Agency Austria
EU WFD	EU Water Framework Directive
IWRM	Integrated Water Resources Management
IWRM-K	Integrated Water Resources Management in Kosovo
MESPI	Ministry of Environment, Spatial Planning and Infrastructure
M&E	Monitoring and Evaluation
MSPM	Multi-Stakeholder Participation Mechanism
NGOs	Non-Governmental Organizations
RBDA	River Basin District Authority
RBMP	River Basin Management Plan
RFP	Request for Proposals
SDC	Swiss Agency for Development and Cooperation
TOR	Terms of Reference

## 1. INVITATION FORM

<b>Integrated Water Resources Management in Kosovo (IWRM-K) Program</b>	<b>DATE: December 16, 2024</b>
	<b>REFERENCE: Building Inclusive Water Governance: Stakeholder Engagement and CSO Grant Facilitation under IWRM-K Phase 2</b>

Dear Sir / Madam:

The “Integrated Water Resources Management in Kosovo” Program<sup>1</sup> (hereinafter the Program or IWRM-K) kindly invites you to submit your Proposal<sup>2</sup> for **RFP 002/2024 Building Inclusive Water Governance: Stakeholder Engagement and CSO Grant Facilitation under IWRM-K Phase 2**. The proposal must be submitted electronically to: [tender@skat.ch](mailto:tender@skat.ch) on or before **16.30 CET on 24 January 2025**

**Please use the following e-mail subject: Building Inclusive Water Governance: Stakeholder Engagement and CSO Grant Facilitation under IWRM-K Phase 2**

**The technical offer must be submitted in one PDF document. The financial offer must be submitted in one file as well and encrypted with a password. The financial offer shall be DIGITALLY signed or signed and scanned in the .pdf format.**

**Max. size of uploaded files (per document) must not exceed 20 MB**

**Password for Financial OFFER SHALL be provided to IWRM–K only upon conclusion of the deadline and required by e-mail<sup>3</sup>.**

Companies failing to meet this requirement will be disqualified. Your Proposal must be valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of this procurement.

Any discrepancy between the unit price and the total price shall be re-computed by the IWRM-K Program, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on IWRM-K’s re-computation and correction of errors, its Proposal will be rejected.

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<sup>1</sup>The IWRM-K is a Swiss Agency for Development and Cooperation (SDC) and Government of Kosovo Program, implemented by Skat Consulting Ltd. (Switzerland) in consortium with the Environment Agency Austria (EAA). This procurement is organized by Skat Consulting Branch Office in Kosovo.

<sup>2</sup> Please be guided by the form attached hereto as **Annex 2**, in preparing your Proposal.

<sup>3</sup> Password protection of a PDF document can be done by using free software, such as Adobe Reader for example. Open the PDF and choose Tools > Protect > Encrypt > Encrypt with Password. Companies that will pass the technical evaluation will be approached by IWRM-K to share the passwords to the financial offers.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by IWRM-K after it has received the Proposal. At the time of Award of Contract or Purchase Order, IWRM-K reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five percent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any contract that will be issued as a result of this RFP shall be subject to the Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of the IWRM-K.

Please be advised that the IWRM-K is not bound to accept any Proposal, nor award a contract, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

The IWRM-K encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to the IWRM-K if you, or any of your affiliates or personnel, were involved in the preparation of the Terms of References, or other requirements, cost estimates, and other information used in this RFP.

Thank you and we look forward to receiving your Proposal.

## 2. DESCRIPTION OF REQUIREMENTS

1	<b>Brief Description of the Required Services</b>	<p>This assignment builds upon the achievements of Phase 1 of the Program, aiming to further the democratization of water resources management in Kosovo. The focus will be on upgrading, strengthening, and facilitating the country's first comprehensive national and basin-scale stakeholder participation mechanisms. These mechanisms will provide inclusive platforms for water resource planning and management, aligning with national legislation, EU directives, and international best practices. Additionally, they will play an advisory and consultative role in the revision of new River Basin Management Plans (RBMPs) and in monitoring the implementation of the initial set of four RBMPs for Kosovo.</p> <p>The Contractor will also work to enhance the capacities of CSOs/NGOs and manage a grants program to support CSO-led projects that align with IWRM principles. These initiatives aim to empower CSOs to actively participate in water management processes, contributing to the long-term sustainability of water resources management in Kosovo.</p>																																									
2	<b>List and Description of Expected Outputs to be Delivered</b>	<table border="1"> <thead> <tr> <th data-bbox="540 762 784 793">DELIVERABLE</th> <th data-bbox="784 762 1239 793">DESCRIPTION</th> <th data-bbox="1239 762 1412 793">TIMEFRAME</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="540 793 1412 825"><b>Stakeholder Participation Mechanisms</b></td> </tr> <tr> <td data-bbox="540 825 784 951">Revised ToR, Internal Regulations, and Stakeholder Engagement Plans (in English and Albanian)</td> <td data-bbox="784 825 1239 951">Updated governance models, roles, and responsibilities for stakeholder participation mechanisms at basin and national levels. 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		Final Comprehensive Grants Report (in English)	Detailed report covering all grant activities, results, and recommendations for scaling up or replicating successful initiatives.	End of the contract
		<b>Capacity Development and Coordination (Stakeholder Participation &amp; CSO)</b>		
		Capacity Development Plans (Design and Implementation) (in English and Albanian)	Plans tailored for both stakeholder mechanisms and CSOs to strengthen their participation and operational capabilities. This will include production of any necessary training material, selection of engagement/capacity building methods/tools and their implementation.	Within 6 months
		Capacity-Building Activities (related documents to be provided in English and Albanian)	Training sessions, workshops, and on-the-job mentoring for CSOs and stakeholder representatives.	Ongoing throughout the contract
		<b>General Deliverables</b>		
		Bi-Annual Progress Reports (in English)	Updates summarizing key activities, challenges, and recommendations across all tasks.	Every 6 months
		Final Program Report (in English)	Consolidated report integrating findings, lessons learned, and strategic recommendations for IWRM-K Program's future direction.	End of the contract
3	<b>Frequency of Reporting and Progress Reporting Requirements</b>	As proposed in the company's methodology and agreed with the IWRM-K prior to contract signing		
4	<b>Location of work</b>	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> At Contractor's Location		
5	<b>Expected duration of work</b>	38 months from the signing of the contract		
6	<b>Target start date</b>	February 2025		
7	<b>Estimated completion date</b>	April 2028		
8	<b>Language of the Proposal</b>	English		
9	<b>Pre-proposal conference</b>	Not Applicable		
10	<b>Travels Expected</b>	Representatives of the expert team are expected to be present in Kosovo regularly (to be proposed in companies' methodologies). All travel-related costs need to be calculated in the budgets of the bidders		
11	<b>Implementation Schedule indicating breakdown and timing of activities/sub-activities</b>	<input checked="" type="checkbox"/> Required [A tentative detailed breakdown/timeline of activities needs to be included as part of the company's methodology reflecting the main requirements from the Terms of Reference]		
12	<b>Names and curriculum vitae of individuals who will be involved in completing the services</b>	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required		
13	<b>Currency of Proposal</b>	<input type="checkbox"/> Other currency (if required) <input type="checkbox"/> No financial proposals are required at this stage. <input checked="" type="checkbox"/> Euro		
14	<b>Value Added Tax on Price Proposal<sup>4</sup></b>	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes		

<sup>4</sup> The IWRM-K is VAT exempt in the country and all activities implemented by the Program directly or through contracts are also VAT exempt.

		<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes (applicable to the second stage)		
15	<b>Bid Security</b>	Will not be applied		
16	<b>Liquidated Damages</b>	Will not be applied		
17	<b>Performance Security</b>	Not required		
18	<b>Financial Standing</b>	Required. The minimum annual turnover must be at least half of the financial offer amount for each of the last two years (2022 and 2023).		
19	<b>Validity Period of Proposals (Counting for the last day of submission of quotes)</b>	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days In exceptional circumstances, the IWRM-K may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposer shall then confirm the extension in writing, without any modification whatsoever on the Proposal.		
20	<b>Partial Quotes</b>	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted		
21	<b>Payment Terms<sup>5</sup></b>	<b>Instalment</b>	<b>Deliverables</b>	<b>Tentative timeframe (months upon signing of contract)</b>
		<b>1st Instalment (25%)</b>	First Bi-Annual Progress Report → Revised ToR and Internal Regulations of MSPM → Stakeholder Engagement Plans (English & Albanian) → Updated Guidance Document for CSO Grants Implementation → Capacity Development Plans (Design and Implementation) (English & Albanian) → Establishment of Drini i Bardhë Stakeholder Mechanism	6 months
		<b>2nd Instalment (20%)</b>	Second Bi-Annual Progress Report → Unified Reporting and Evaluation System → Stakeholder Meeting Materials and Documentation (as required, English & Albanian) → Capacity-Building Activities (initial phase) → Annual Summary Report on Stakeholder Mechanisms (Year 1, English) → Progress and Monitoring Reports (Bi-Annual)	12 months
		<b>3rd Instalment (20%)</b>	Third and Fourth Bi-Annual Progress Reports → Unified Reporting and Evaluation System (maintenance and updates)	24 months

<sup>5</sup> The IWRM-K's preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, the IWRM-K shall require the Service Provider to submit a bank guarantee or bank cheque payable to the IWRM-K, in the same amount as the payment advanced by the IWRM-K to the Service Provider.

		<ul style="list-style-type: none"> <li>→ Capacity-Building Activities (ongoing)</li> <li>→ Annual Summary Report on Stakeholder Mechanisms (Year 2, English)</li> <li>→ Annual Summary Report on Grant Implementation (Year 1)</li> <li>→ Progress and Monitoring Reports (Bi-Annual)</li> </ul>	
	<b>4th Instalment (20%)</b>	<p>Fifth Bi-Annual Progress Report Stakeholder Meeting Materials and Documentation (as required)</p> <ul style="list-style-type: none"> <li>→ Capacity-Building Activities (continuation)</li> <li>→ Annual Summary Report on Stakeholder Mechanisms (Year 3, English)</li> <li>→ Annual Summary Report on Grant Implementation (Year 2)</li> <li>→ Progress and Monitoring Reports (Bi-Annual)</li> </ul>	36 months
	<b>5th Instalment (15%)</b>	<p>Final Comprehensive Program Report</p> <ul style="list-style-type: none"> <li>→ Final Comprehensive Stakeholder Report (English &amp; Albanian)</li> <li>→ Final Comprehensive Grants Report (English &amp; Albanian)</li> <li>→ Recommendations for Institutionalization of MSPM and CGS (English &amp; Albanian)</li> <li>→ Consolidated Lessons Learned and Sustainability Recommendations</li> </ul>	38 months
22	<b>Type of Contract to be Signed</b>	<input checked="" type="checkbox"/> Contract for <b>Professional Services</b> <input type="checkbox"/> Other Type of Contract: Framework contract	
23	<b>Evaluation Method for the Award of Contract</b>	<input checked="" type="checkbox"/> Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively. <input checked="" type="checkbox"/> Full acceptance of the IWRM-K's Contract Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of the services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.	
24	<b>Criteria for the Assessment of Proposal</b>	<p><u>Technical Proposal (70%)</u></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> The expertise of Firm 250</li> <li><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 250</li> <li><input checked="" type="checkbox"/> Qualification of Key Personnel 200</li> </ul> <p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by the IWRM-K.</p>	
25	<b>IWRM-K will award the contract to:</b>	<input checked="" type="checkbox"/> <b>One and only one Service Provider</b> <input type="checkbox"/> One or more Service	



26	<b>Contract General Terms and Conditions<sup>6</sup></b>	Terms and Conditions for contracts (goods and/or services)
27	<b>Annexes to this RFP<sup>7</sup></b>	<input checked="" type="checkbox"/> Annex 1: Terms of Reference <input checked="" type="checkbox"/> Annex 2: Bidder Submission Form <input checked="" type="checkbox"/> Annex 3: Bidder Information Form <input checked="" type="checkbox"/> Annex 4: Qualification Form <input checked="" type="checkbox"/> Annex 5: Format of Technical Proposal <input checked="" type="checkbox"/> Annex 6: Financial Proposal Submission Form <input checked="" type="checkbox"/> Annex 8: Evaluation Criteria <input checked="" type="checkbox"/> Annex 9: Terms and Conditions
28	<b>Contact for Inquiries (Written inquiries sent by email only)<sup>8</sup></b>	<b>Email to: <a href="mailto:skatconsultingkosovo@skat.ch">skatconsultingkosovo@skat.ch</a></b>  Any delay in the IWRM-K's response shall be not used as a reason for extending the deadline for submission unless the IWRM-K determines that such an extension is necessary and communicates a new deadline to the Proposers.
29	<b>Deadline for Submission of requests for clarification</b>	7 working days before the deadline
30	<b>Manner of Disseminating Supplemental Information to the RFP and responses / clarifications to queries</b>	By e-mail to the requesting bidder and also posted on the Skat Consulting Ltd., St. Gallen website ( <a href="https://skat.ch/jobs/">https://skat.ch/jobs/</a> )
29	<b>Documents to be submitted:</b>	<input checked="" type="checkbox"/> Annex 2: Bidder Submission Form <input checked="" type="checkbox"/> Annex 3: Bidder Information Form  <input checked="" type="checkbox"/> Copy of the registration from relevant Registry in the country of origin defining the constitution or legal status, place of registration, and principal place of business; (no translation required) <input checked="" type="checkbox"/> Annex 4: Qualification Form <input checked="" type="checkbox"/> Annex 5: Format of Technical Proposal including CVs of proposed experts for the assignment, as per the qualification requirements in the ToR (format and full CV) <input checked="" type="checkbox"/> CVs of proposed non-key experts for the additional expertise areas as listed in the ToR <input checked="" type="checkbox"/> Annex 6: Financial Proposal Submission Form <input checked="" type="checkbox"/> Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards, and citations received by the Bidder, if any
30	<b>Other:</b>	The maximum budget for this assignment is <b>140,000 EUR</b> . The IWRM-K shall eliminate offers exceeding the maximum available budget for this contract.

<sup>6</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>7</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>8</sup> This contact person and address is officially designated by the IWRM-K. If inquiries are sent to other person/s or address/es, even if they are IWRM-K staff, the IWRM-K shall have no obligation to respond nor can the IWRM-K confirm that the query was received.

## Annex 1: Term of Reference

<b>Program Title:</b>	Integrated Water Resources Management in Kosovo (IWRM-K)
<b>Contract:</b>	Building Inclusive Water Governance: Stakeholder Engagement and CSO Grant Facilitation under IWRM-K Phase 2
<b>Duty Station:</b>	Home-based with frequent presence in Pristina and visits to other locations across Kosovo
<b>Duration:</b>	38 months (February 2025 – April 2028)

### 1. Background

#### 1.1 About the IWRM-K Programme – Phase 2

Following the successful completion of its Phase 1 (2020-2024) and building upon the multitude of results and lessons learned, the ongoing Phase 2 (2024-2029) of the Integrated Water Resources Management in Kosovo (IWRM-K) Program is designed to take the water sustainability agenda to the next level seeking to transform Kosovo into a model for resilience and sustainability in managing water resources.

Over the coming five years, this Program will help address some of the root causes of Kosovo’s severe challenges in relation to water. By building capacities to tackle these challenges, it will help ensure sufficient water for Kosovo’s people, economy, and ecosystems.

The Program’s Phase 2 implements carefully designed and strategized interventions that will help gradually build the country’s capacity to adopt IWRM as a viable response to the current and future challenges, by investing in:

- **Outcome 1 – Plans and Measures:**

- Aligning of Kosovo’s water policy, strategic, and planning framework with IWRM principles and EU-based standards and approaches as articulated in the four existing River Basin Management Plans (RBMPs) for Ibër, Drini i Bardhë, Morava e Binçes, and Lepenci.
- Facilitating the implementation of the RBMPs through supporting a series of targeted measures to address sources of pollution from industry, agriculture, settlements, as well as through promoting Nature-based Solutions.
- Updating Kosovo’s four RBMPs while aligning them with the fourth cycle of the EU Water Framework Directive (2028 – 2033).

- **Outcome 2 – Legislation, Institutions, and Knowledge:**

- Upgrading the water legislation and supporting institutional and organizational capacity development for water resource management among partner institutions at national and local/municipal levels.
- Facilitating budgetary increases to support IWRM through improved water financing models.
- Continue introducing top water science courses in national universities and creating on-the-job training opportunities for young professionals, experts, and researchers.
- Upgrading the current water monitoring and water information systems.

- **Outcome 3 - Stakeholder Involvement & Awareness:**

- Further developing the newly introduced **stakeholder participation mechanisms** to ensure democratization of water resource management.
- **Empowering stakeholders and CSOs** on water resources management through targeted training and grants.

- Conducting communication and awareness-raising activities at national and local levels to spur action and position water resource management as a top priority on the country's political agenda.

The Program is funded by the Swiss Agency for Development and Cooperation (SDC) and the Government of Kosovo (GoK). Its implementation is entrusted to a consortium comprising Skat Consulting, Switzerland, and the Environment Agency Austria (EAA). The day-to-day implementation is managed by the Pristina-based Program Facilitation Unit (PFU), which consists of a dedicated team of professionals with expertise in various technical water-related issues.

## 1.2 Overview of the key achievements IWRM-K Phase 1 relevant to the assignment

The previous four-year Phase 1 (May 2020 – April 2024) of the IWRM-K Program has delivered the following key achievements relevant to the assignment:

- **Stakeholder participation mechanism for IWRM/RBMP:** The Program supported the establishment of a functional Multi-Stakeholder Participation Mechanism (MSPM) operating at basin-scale involving about 150 people (3 structures for Ibër, Morava e Binçës and Lepenc River Basins) and national level. Led by MESPI/RBDA, the MSPM serves advisory, consultative, informative, and coordination roles in IWRM issues, ensuring inclusive and democratic decision-making processes. Instrumental in preparing RBMPs, it provides a platform for dialogue and consensus building on priorities and fund allocation. At the national level, the MSPM comprises about 25 members representing key water resource management institutions and interests, integrating river basin-level stakeholder participation structures. Expected to monitor and evaluate RBMP implementation, it will be a significant component of IWRM-K Phase 2, specifically in the update of the existing four of RBMPs that will extend until the 2028.
- **Program Support for CSO Engagement in IWRM:** While numerous, Kosovo's CSOs/NGOs often lack the capacity to effectively represent citizen needs and have limited knowledge or interest in sustainable water resource management. In response, the IWRM-K Phase 1 has achieved tangible results in mobilizing relevant CSOs and fostering their commitment to sustainable water management aligned with IWRM principles. Building on the achievements of Phase 1, which saw the mobilization and capacity development of CSOs/NGOs, with 70 CSOs participating in the program, 22 direct grant beneficiaries, over 10,000 people impacted, and projects implemented across 26 municipalities to promote water resource awareness and action, the Program will work to strengthen the positive influence of CSOs/NGOs in water resource management in Kosovo. The Program intends to invest in even stronger partnerships with CSOs/NGOs that have demonstrated the best results in implementing the grants program and can be considered key partners in the Program's implementation.

The Program demonstrates proof-of concept on tailor-made stakeholder participation mechanisms for IWRM in Kosovo. CSOs/NGOs representing different societal interests are particularly prominent in IWRM. Following specialized capacity development support, capacitated CSOs/NGOs contribute to the overall Program goals and the country's priorities through successfully completed Program-backed grants.

## 2. Objectives & Scope of work

To support the **democratization of water resources management**, the Program aims to partner with an **experienced national NGO or consulting company** (hereinafter referred to as the **Contractor**) to upgrade, strengthen, and facilitate Kosovo's first-ever comprehensive stakeholder participation mechanisms at both the national and basin levels. These mechanisms will serve as a platform for **inclusive planning and management** of water resources, ensuring alignment with national legisla-

tion, EU-based directives, and international best practices. By fostering dialogue and cooperation between the Government and non-institutional stakeholders, these mechanisms will ensure the inclusion of diverse communities, particularly vulnerable and marginalized groups.

Besides supporting the work of the three existing basin-scale mechanisms (for the Ibër, Morava e Binçës, and Lepenci River Basins) and the national-level MSPM, the Contractor will facilitate the creation of a similar mechanism for the fourth basin – the Drini i Bardhë River Basin. This integrated mechanism will be supported to effectively fulfill its advisory/consultative role in revising the new RBMPs while simultaneously monitoring and overseeing the implementation of the first set of four RBMPs prepared for Kosovo.

In addition, the Contractor will build on the Program’s efforts to mobilize and strengthen the capacities of numerous CSOs/NGOs with a genuine interest in environmental, water-related, and socio-economic inclusion issues. The Contractor will support CSOs participating in stakeholder engagement mechanisms to articulate their concerns and perspectives on water challenges and management priorities. This will be achieved by equipping them with new knowledge and skills in integrated and conflict-sensitive water resources management.

Moreover, the Contractor will oversee the implementation of the Program-backed **grants program**, supporting CSO-led projects aligned with IWRM principles. This grant process will function as a capacity-building and learning initiative, aiming to leave behind robust and self-sustaining national CSOs capable of contributing to long-term water resource management efforts.

### 3. Duties and Responsibilities

Under the supervision of the assigned staff of the IWRM-K Program, and in close collaboration with the Program’s key beneficiaries/stakeholders, the Contractor shall be responsible for the following main tasks:

#### **TASK 1: SUPPORT THE WORK OF THE STAKEHOLDER PARTICIPATION MECHANISMS**

Building on the results achieved so far, and in close coordination with MESPI and RBDA, the Contractor shall ensure the adjustment, continuity, and sustainability of the stakeholder participation mechanisms, informed by the ongoing stocktaking process. More specifically, the Contractor shall:

- Conduct a comprehensive review and participatory revision of the ToR and internal regulations for the stakeholder mechanism to align with Phase 2 requirements, addressing gaps, stakeholder input, legal compliance, and lessons from Phase 1, while defining governance models, roles, and responsibilities to enhance coordination and inclusivity.
- Support the establishment of the Drini i Bardhë river basin Stakeholder Participation Mechanism, ensuring (i) Identification and mobilization of relevant stakeholders, and (ii) Integration of this mechanism with national and other basin-level structures.
- Facilitate stakeholder meetings at both basin and national levels, acting as a secretariat to support activities such as preparing and distributing invitations, ensuring logistical arrangements, compiling meeting materials, and writing minutes/reports (at least two meetings per year for each basin-scale mechanism and the national-level MSPM are anticipated).
- Coordinate with other components of the IWRM-K Program, particularly the RBMP preparation process, and RBMP implementation efforts to align stakeholder participation activities with the Program’s overarching goals.
- Provide technical and professional assistance to stakeholder groups to improve representation and participation in dialogue processes. In doing so, the Contractor is expected to use appropriate methods and tools that will ensure representation, power balance, and effective contribution by all

parties regardless of their institutional role (e.g., Lego Serious Play, NEXUS Game<sup>9</sup>, Foresight Techniques, Role Play, World Café, and Participatory Mapping).

- Offer flexible technical assistance and training to MESPI/RBDA to progressively build their capacity to organize and lead stakeholder meetings through a learning-by-doing approach, as part of an exit strategy ensuring MESPI/RBDA assumes full responsibility for maintaining stakeholder participation mechanisms in the future.
- Provide analytical notes and recommendations on issues of interest to the stakeholder participation mechanisms for consideration during meetings in relation to the RBMPs implementation and revision process.
- Evaluate stakeholder engagement plans and provide recommendations to ensure alignment with the IWRM-K Program's broader initiatives.
- Build and maintain strong relationships with internal and external stakeholders, including community representatives (grass roots) and different levels of government, to facilitate effective decision-making and implementation.
- Specifically, facilitate the Program's communication with municipalities, including arranging meetings with various municipal departments for activities related to stakeholder participation in water resources management, as well as supporting broader municipal-based activities of the Program.
- Track operational costs of the mechanisms to help forecast and optimize participation intensity and frequency in future iterations.
- Deliver on-the-job capacity development support to enable all actors to independently operate the stakeholder participation mechanisms in the future.
- Prepare final report, summarizing stakeholder engagement outcomes, recommendations for model adjustments, future funding requirements, and institutionalization prospects.

This comprehensive approach will ensure that the Stakeholder Participation Mechanisms are effectively implemented, continuously monitored, and strengthened to achieve the sustainability and democratization objectives of the IWRM-K Program.

## **TASK 2: MONITORING AND EVALUATION OF THE GRANT SCHEME FOR CSOs/NGOs**

The Contractor will act as a CSO capacity development agent and will also provide implementation support, along with monitoring and reporting responsibilities for grant projects.

- Revise and maintain a unified project/grant tracking system and an accompanying monitoring and evaluation plan to streamline the grant process for recipients. This includes guidance documents addressing programmatic, financial, and administrative aspects and preparing a unified reporting scheme for all grant recipients.
- Support preparatory activities before the launch of grants, such as finalizing implementation plans, clarifying rules and procedures, unifying communications/visibility activities, and ensuring synergies among grant initiatives.
- Support the evaluation of grant applications by providing objective assessments and offering unbiased opinions and guidance to refine and improve project ideas.
- Facilitate grant implementation by the selected CSOs through activities such as conducting regular meetings and site visits to collect data and evaluate progress, providing guidance on implementation priorities and approaches, assisting in addressing potential challenges, and ensuring compliance with the agreed objectives and expected outcomes.
- Maintain consistent and constructive communication with CSOs, local authorities, and other stakeholders to ensure smooth implementation.

<sup>9</sup> <https://nexus.socialsimulations.org/>

- Collect input from grant recipients and assist them in producing regular, accurate written monitoring and financial reports, while evaluating CSO performance.
- Serve as a mediator to facilitate dialogue between CSOs and other stakeholder groups, promoting collaboration and engagement.
- Advise on awareness-raising and networking opportunities that emerge during grant implementation.
- Systematize and document lessons learned and best practices for inclusion in subsequent reports.
- Perform additional monitoring, advisory, and evaluation duties as necessary.
- Prepare final report, summarizing the implementation, results, and lessons learned from the grant scheme on an annual basis.

#### 4. Main outputs/deliverables

OUTPUT/DELIVERABLE	DESCRIPTION	TIMEFRAME
<b>Stakeholder Participation Mechanisms</b>		
<b>Revised ToR, Internal Regulations, and Stakeholder Engagement Plans (in English and Albanian)</b>	Updated governance models, roles, and responsibilities for stakeholder participation mechanisms at basin and national levels. Stakeholder Engagement to be implemented throughout duration.	Within the first 6 months
<b>Establishment of Drini i Bardhë Stakeholder Mechanism (related documents to be provided in English and Albanian)</b>	Fully operational mechanism integrated with national and other basin-level structures.	Within the first 6 months
<b>Stakeholder Meeting Materials and Documentation (in English and Albanian)</b>	Agendas, working materials, and detailed reports for all stakeholder meetings, including minutes and follow-up actions.	As required
<b>Annual Summary Reports on Stakeholder Mechanisms (in English)</b>	Summarizing stakeholder engagement outcomes, challenges, adjustments, and recommendations for institutionalization.	Annually
<b>Final Comprehensive Stakeholder Report (in English and Albanian)</b>	Consolidated report documenting stakeholder activities, outcomes, and long-term recommendations for sustainability and scalability.	End of the contract
<b>Recommendations for further Institutionalization (in English and Albanian)</b>	Strategic framework for embedding stakeholder mechanisms and grant initiatives into national and regional water governance structures.	To be defined
<b>Grant Implementation</b>		
<b>Updated Guidance Document for CSO Grants Implementation (in English)</b>	Includes tracking system, M&E plan, visibility guidance, and reporting mechanisms for grant recipients.	Within the first 3 months
<b>Unified Reporting and Evaluation (in English)</b>	Maintained and updated system to streamline financial, programmatic, and administrative reporting for all grant recipients.	Ongoing throughout contract
<b>Progress and Monitoring Reports (in English)</b>	Regular written reports evaluating CSO grant performance and implementation progress, including findings from site visits and stakeholder feedback.	Biannual (every 6 months)
<b>Annual Summary Reports on Grant Implementation (in English)</b>	Summarizing grant scheme outcomes, lessons learned, and best practices.	Annually
<b>Final Comprehensive Grants Report (in English)</b>	Detailed report covering all grant activities, results, and recommendations for scaling up or replicating successful initiatives.	End of the contract



<b>Capacity Development and Coordination (Stakeholder Participation &amp; CSO)</b>		
<b>Capacity Development Plans (Design and Implementation) (in English and Albanian)</b>	Plans tailored for both stakeholder mechanisms and CSOs to strengthen their participation and operational capabilities. This will include production of any necessary training material, selection of engagement/capacity building methods/tools and their implementation.	Within 6 months
<b>Capacity-Building Activities ((related documents to be provided in English and Albanian)</b>	Training sessions, workshops, and on-the-job mentoring for CSOs and stakeholder representatives.	Ongoing throughout the contract
<b>General Deliverables</b>		
<b>Bi-Annual Progress Reports (in English)</b>	Updates summarizing key activities, challenges, and recommendations across all tasks.	Every 6 months
<b>Final Program Report (in English)</b>	Consolidated report integrating findings, lessons learned, and strategic recommendations for IWRM-K Program's future direction.	End of the contract

## 5. Qualification requirements

The **Contractor** must have a minimum of **5 years of experience in Kosovo** developing and managing projects related to CSO/NGO development, municipal engagement, community mobilization, and stakeholder participation across various sectors. This experience should include policy development, decision-making processes, and public awareness-raising activities. Preferably, the Contractor should have expertise in environmental/water management issues and experience working across diverse geographical, political, and governance contexts.

The Contractor must also demonstrate:

1. Experience from **at least two projects** involving the design, implementation, support, and management of grants for CSOs/NGOs or other stakeholders.
2. A proven track record of **at least two projects** of comparable scope, and complexity that involved the creation and support of large-scale stakeholder participation mechanisms at municipal, regional, or national levels (e.g., thematic working groups, committees, councils).

Prior experience in environmental or water-related projects and initiatives is considered a strong asset.

The assignment requires an **interdisciplinary team of highly skilled experts** with the following competences:

1. Advisory and high-level policy development, with an ability to link international practices to the Kosovo context
2. Proficiency in monitoring and evaluation of grants and mobilizations of stakeholder mechanisms.
3. Strong organizational and advisory skills to support stakeholder engagement and consultations processes.
4. Capacity to deliver training and capacity development for CSOs, NGOs, and institutional stakeholders.
5. Preferably understanding of IWRM principles and approaches.

The team must be structured to meet all mandatory areas of expertise described in the detailed scope of work and should demonstrate compatibility with the project's objectives and deliverables.

Team members will possess excellent relevant technical and capacity development skills to successfully implement the assignment. The team of experts shall be able to respond to the requirements the mandatory areas of expertise described in the table below<sup>10</sup>:

### Team Members and Qualification Requirements

	Team Mem- bers/Areas of Ex- pertise	Qualification Requirements
1.	Team Leader	<ul style="list-style-type: none"> <li>- Minimum university degree in management, social sciences, environment, water resources management, law, or related fields (advanced degree is an asset).</li> <li>- At least 10 years of experience in project design, management, implementation, fundraising, and advocacy.</li> <li>- Proven experience in at least 3 projects involving the design and implementation of grants programs, design and operation of stakeholder participation mechanisms, and/or others in relation to the work requirements.</li> <li>- Knowledge of environmental/water issues in Kosovo is an asset.</li> </ul>
2.	Stakeholder Mobilization Expert	<ul style="list-style-type: none"> <li>- Minimum university degree in management, social sciences, environment, water resources management or related fields (advanced degree is an asset).</li> <li>- At least 8 years of experience in community mobilization, stakeholder engagement, and collaboration with central and municipal levels.</li> <li>- Proven experience in at least 2 projects related to community engagement, stakeholder participation, and policymaking at central and local levels.</li> <li>- Knowledge of environmental/water issues in Kosovo is an asset.</li> </ul>
3.	CSOs/NGOs Development Expert	<ul style="list-style-type: none"> <li>- Minimum university degree in social sciences, management, environment, water resources management or related fields (advanced degree is an asset).</li> <li>- At least 8 years of experience in working with CSOs/NGOs, focusing on the design, monitoring, and implementation of capacity development programs.</li> <li>- Proven experience in at least 2 projects involving the design, implementation, and monitoring of capacity development or networking programs targeting CSOs/NGOs.</li> <li>- Knowledge of environmental/water issues in Kosovo is an asset.</li> </ul>
4.	International Adviser on Stakeholder Participation in IWRM <sup>11</sup>	<ul style="list-style-type: none"> <li>- Advanced university degree in public policy, law, governance, environment, water resources management or related fields.</li> <li>- At least 10 years of international experience in policy analysis, regulatory frameworks, stakeholder participation, development of CSOs and institutional structures for water resource management.</li> </ul>

<sup>10</sup> It will remain bidders' sole responsibility to present the qualification of experts straightforwardly in relation to the requirements of the TOR. The IWRM-K Program shall not take responsibility for not being able to identify qualification vis-à-vis the requirements in case they are not **clearly presented**. Often this may require that besides the title of the reference project, bidders also include description of roles and responsibilities of individual proposed experts in relation to the requirements of the TOR.

<sup>11</sup> The international expert will provide an international perspective and share best practices on the effective functioning of stakeholder participation mechanisms. This role will also support institutional capacity-building efforts and offer guidance on optimal approaches and governance models to strengthen stakeholder participation mechanisms and support CSOs. S/he will bring experience in utilizing innovative methods and tools to ensure the seamless functioning of stakeholder participation mechanisms.



		<ul style="list-style-type: none"> <li>- Proven international experience in at least 4 projects that involve strengthening of CSOs in the context of water resources management, design and/or operation of stakeholder participation mechanisms in water resources management, use of contemporary methods/tools for stakeholder involvement in water resources management (e.g., Lego Serious Play, NEXUS Game, Foresight Techniques, Role Play, World Café, and Participatory Mapping).</li> <li>- Knowledge of environmental/water issues in Kosovo is an asset.</li> </ul>
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NOTES: **a)** The inclusion of key experts satisfying the minimum requirements defined in the table is mandatory. Failure to do so is grounds for disqualification; **b)** The Contractor needs to provide all other necessary professional and support staff for fulfilling all tasks of these TOR that are not listed in the table (e.g., logistical support, translation/interpretation, proofreading).

## 6. Terms and conditions

- *Language*

The language of products/deliverables is listed in the Main Outputs/Deliverables section above. The quality of the documents is subject to review prior to approval. High-quality proofreading is mandatory.

- *Duration of the assignment*

The maximum available time for completing the assignment is 38 months upon signing of the contract.

- *Methodology*

The interested bidders need to develop a concise methodology describing the approach and all the steps to be undertaken that will lead toward the successful completion of the assignment. The methodology will be evaluated for the demonstrated knowledge of the local context, responsiveness to the requirements of the TOR, as well as creativity of ideas and overall presentation. The methodology will, among other aspects, propose methods and tools to ensure the effective functioning of stakeholder participation mechanisms and outline a clear exit strategy detailing how MESPI/RBDA will take over responsibility for their future operation. This includes defining the Contractor's role in facilitating the necessary capacity development.

- *Travel*

Representatives of the Contractor are expected to travel across Kosovo for the needs of the grants monitoring and support to stakeholder participation mechanism. All travel-related costs need to be estimated and included in the company's offers.

- *Ownership and submission of data, reports, and other material produced*

All primary data, reports, photos, video material, visual elements, and other products during this assignment shall be made available to the Program in electronic format. The Program keeps the right to use all products without any restrictions (e.g., in various publications, websites, and presentations).

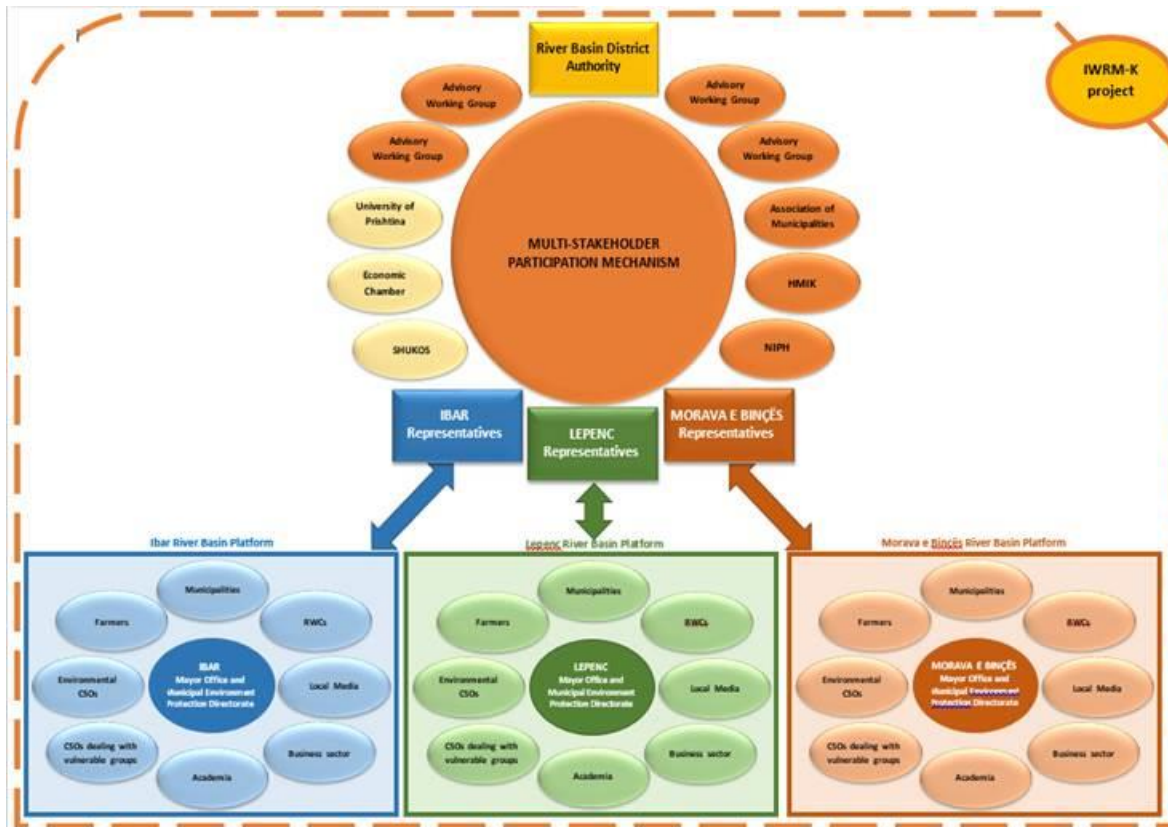
- *Payment schedule*

Tentatively the full contract amount can be processed in line with the following instalments which can be adjusted prior to the signing of the contract and in line with the company's methodology:

Instalment	Deliverables	Tentative timeframe (months upon signing of contract)
<b>1st Instalment (25%)</b>	<b>First Bi-Annual Progress Report</b> - Revised ToR and Internal Regulations of MSPM - Stakeholder Engagement Plans (English & Albanian)	<b>6 months</b>

	<ul style="list-style-type: none"> <li>- Updated Guidance Document for CSO Grants Implementation</li> <li>- Capacity Development Plans (Design and Implementation) (English &amp; Albanian)</li> <li>- Establishment of Drini i Bardhë Stakeholder Mechanism</li> </ul>	
<b>2nd Instalment (20%)</b>	<p><b>Second Bi-Annual Progress Report</b></p> <ul style="list-style-type: none"> <li>- Unified Reporting and Evaluation System</li> <li>- Stakeholder Meeting Materials and Documentation (as required, English &amp; Albanian)</li> <li>- Capacity-Building Activities (initial phase)</li> <li>- Annual Summary Report on Stakeholder Mechanisms (Year 1, English)</li> <li>- Progress and Monitoring Reports (Bi-Annual)</li> </ul>	<b>12 months</b>
<b>3rd Instalment (20%)</b>	<p><b>Third and Fourth Bi-Annual Progress Reports</b></p> <ul style="list-style-type: none"> <li>- Unified Reporting and Evaluation System (maintenance and updates)</li> <li>- Capacity-Building Activities (ongoing)</li> <li>- Annual Summary Report on Stakeholder Mechanisms (Year 2, English)</li> <li>- Annual Summary Report on Grant Implementation (Year 1)</li> <li>- Progress and Monitoring Reports (Bi-Annual)</li> </ul>	<b>24 months</b>
<b>4th Instalment (20%)</b>	<p><b>Fifth Bi-Annual Progress Report</b></p> <ul style="list-style-type: none"> <li>- Stakeholder Meeting Materials and Documentation (as required)</li> <li>- Capacity-Building Activities (continuation)</li> <li>- Annual Summary Report on Stakeholder Mechanisms (Year 3, English)</li> <li>- Annual Summary Report on Grant Implementation (Year 2)</li> <li>- Progress and Monitoring Reports (Bi-Annual)</li> </ul>	<b>36 months</b>
<b>5th Instalment (15%)</b>	<p><b>Final Comprehensive Program Report</b></p> <ul style="list-style-type: none"> <li>- Final Comprehensive Stakeholder Report (English &amp; Albanian)</li> <li>- Final Comprehensive Grants Report (English &amp; Albanian)</li> <li>- Recommendations for Institutionalization of MSPM and CGS (English &amp; Albanian)</li> <li>- Consolidated Lessons Learned and Sustainability Recommendations</li> </ul>	<b>38 months</b>

Appendix A. A diagram of the existing Stakeholder Participation Mechanism



## Annex 2: Bidder Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Title]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

1. have no conflict of interest in accordance with Instruction to Bidders Clause 4;
2. have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
3. undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, and to conduct business in a manner that averts any financial, operational, reputational or other undue risks to the IWRM-K.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification.

We offer to provide services in conformity with the Bidding documents, including the General Conditions of Contract, and in accordance with the Terms of Reference.

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should IWRM-K accept this Proposal.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## Annex 3: Bidder Information Form

<b>The legal name of Bidder</b>	
<b>Legal address</b>	
<b>Year of registration</b>	
<b>Bidder's Authorized Representative Information</b>	
<b>Country/ies of operation</b>	
<b>No. of full-time employees</b>	
<b>Quality Assurance Certification<sup>12</sup> (e.g. ISO 9000 or Equivalent) (If yes, provide a copy of the valid Certificate):</b>	
<b>Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a copy of the valid Certificate):</b>	
<b>Person IWRM-K may contact for re- quests for clarification during the Proposal evaluation</b>	

<sup>12</sup> The possession of such certification is not a mandatory requirement. However, it may result in acquiring slightly higher score on the Bidder's qualifications, capacity and experience assessment.

## Annex 4: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Title]		

Documents to be submitted along with Annex 4:

### Previous Relevant Experience

Please list only previous similar assignments successfully completed **[as per the requirements in the Terms of Reference related to relevant experience]**.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by IWRM-K

No.	Project name and a brief description	Client & Reference Contact Details	Contract Value	Period of activity and status
1				
2				
3				
4				

### Expertise

Please list all key experts and their qualifications in the list provided in addition to requirements under Annex 5 **[as per the requirements in the Terms of Reference related to relevant experience]**.

No.	Position	Relevant projects are (please check the requirements in TOR for the relevance of projects)	Education	Total-experience / experience in relevant projects (years)	Other
1.		1. 2. 3.			

### Financial Standing

Annual Turnover for the last 2 years	Year 2022	EUR
	Year 2023	EUR

Financial information (in EUR)	Historic information for the last 2 years		
	Year 2022	Year 2023	
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

[To be checked only if required] Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## Annex 5: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Title]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

### SECTION 1: Bidder's qualification, capacity and, expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and, project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 The relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures, accreditations and certificates (such as ISO or similar), and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

### SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

### SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.



3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

**Format for CV of Proposed Key Personnel**

At a minimum, the CV shall include the following information outlined below

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment / Area of Expertise (from the TORs)</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of goods and/or services]</i>
	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, the title of position held, and location of employment. For experience in the last five years, detail the type of activities performed, degree of responsibilities, location of assignments, and any other information or professional experience considered pertinent for this assignment.]</i>
	[Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>
	<p>Reference 1: [Insert]</p> <p>Reference 2: [Insert]</p>

I, the undersigned, certify that to the best of my knowledge and belief, the data provided above correctly describes my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

## Annex 6: Financial Proposal Submission Form –

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Title]		

We, the undersigned, offer to provide the services for [Insert RFP Title] in accordance with your Request for Proposal No. **RFP 002/2024** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Description of Requirements [Annex 1].

We understand you are not bound to accept any Proposal you receive.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with the official stamp of the Bidder]*

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification. The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

The currency of the proposal: EUR

**Table 1: Summary of Overall Prices**

	Amount(s)
<b>Professional Fees</b>	
<b>Other Costs</b>	
<b>Total Amount of Financial Proposal</b>	

**Table 2: Breakdown of Professional Fees (THIS IS JUST a SAMPLE)**

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
<b>Subtotal Professional Fees:</b>				

**Table 3: Breakdown of Other Costs**

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump-Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
<b>Subtotal Other Costs:</b>				

**Table 4: Breakdown of Price per Deliverable/Activity**

Deliverable/ Activity description	Time (person-days)	Professional Fees	Other Costs	Total
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				

Payment is deliverables based

## Annex 8: Evaluation Criteria

A two-stage procedure is utilized in evaluating the proposals, with an evaluation of the technical proposal being completed prior to any price proposal being opened and compared. Those bidders who pass the first stage of the technical evaluation will be asked for submission of the financial offers (stage two). The price proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals (expertise of the firm in similar projects, methodology and approach and qualifications of the staff with relevant experience) and the price has allocated 300 points.

The contract will be awarded to the company with the highest aggregate score based on the technical and financial proposal.

### Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
1.	Expertise of organization	250					
2.	Proposed methodology and approach	250					
3.	Personnel (qualifications and experience)	200					
<b>Total:</b>		<b>700</b>					

Section 1. Bidder's qualification, capacity, and experience		Max points obtainable	
1.1	Company profile and evidence of capacity/organization capability (see Annex 5, Format of Technical Proposal (SECTION 1: Bidder's qualification, capacity, and expertise))		Max 30 points
1.2	The Contractor shall have <b>at least 5 years</b> of Kosovo-based experience developing and managing projects related to CSO/NGO development, municipal engagement, community mobilization, and stakeholder participation across various sectors. Preferably, the Contractor should have expertise in environmental/water management issues and experience working across diverse geographical, political, and governance contexts.	Max 70	Max 49 points for 5 years
			Max 63 points for 6 to 9 years
			Max 70 points for 10 years and more
1.3	<b>Minimum of 2 projects</b> involving the design, implementation, support, and management of grants for CSOs/NGOs or other stakeholders.	Max 70	Max 49 points for 2 projects
			Max 63 points for 3 to 7 projects
			Max 70 points for 8 projects and more
1.4	<b>Minimum of 2 projects</b> of comparable scope, and complexity that involved the creation and support of large-scale stakeholder participation mechanisms at municipal, regional, or national levels (e.g., thematic working groups, committees, councils).	Max 60	Max 42 points for 2 project
			Max 52 points for 3 to 7 projects
			Max 60 points for 8 projects and more
1.5	Prior experience in environmental or water-related projects and initiatives is considered a strong asset.		Max 20 points
<b>Total Section 1:</b>			<b>250</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Points Obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	60
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	80
2.3	Details on how the different service elements shall be organized, controlled, and delivered	40

2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	40
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	30
<b>Total Section 2:</b>		<b>250</b>

Section 3. Management Structure and Key Personnel				
<b>3.1</b>				
<b>Team Leader</b>		<b>YES/NO for minimum requirements</b>	<b>Score</b>	<b>Max obtainable points</b>
	Minimum university degree in management, social sciences, environment, water resources management, law, or related fields (advanced degree is an asset).		10 points for BSc	15
			13 points for MSc	
			Max 15 points for PhD	
	At least 10 years of experience in project design, management, implementation, fundraising, and advocacy.		10 points for 8 years	15
			13 points for 9 to 14 years	
			Max 15 points for 15 years or more	
	Proven experience in at least 3 projects involving the design and implementation of grants programs, design and operation of stakeholder participation mechanisms, and/or others in relation to the work requirements.		10 points for 2 projects	15
			13 points for 3 to 7 projects	
			Max 15 points for 8 and more projects	
	Knowledge of environmental/water issues in Kosovo is an asset.		Max 5 points	5
			<b>Max points:</b>	<b>50</b>
<b>3.2</b>				
<b>Stakeholder mobilization expert</b>		<b>YES/NO for minimum requirements</b>	<b>Sub-Score</b>	<b>Max obtainable points</b>
	Minimum university degree in management, social sciences, environment, water resources management or related fields (advanced degree is an asset).		10 points for BSc	15
			13 points for MSc	
			Max 15 points for PhD	
	At least 8 years of experience in community mobilization, stakeholder engagement, and collaboration with central and municipal levels.		10 points for 8 years	15
			13 points for 9 to 14 years	
			Max 15 points for 15 years or more	
	Proven experience in at least 2 projects related to community engagement, stakeholder participation, and policymaking at central and local levels.		10 points for 2 projects	15
			13 points for 3 to 7 projects	
			Max 15 points for 8 and more projects	
	Knowledge of environmental/water issues in Kosovo is an asset.		Max 5 points	5
			<b>Max points:</b>	<b>50</b>
<b>3.3</b>				
<b>CSOs/NGOs development expert</b>		<b>YES/NO for minimum requirements</b>	<b>Sub-Score</b>	<b>Max obtainable points</b>
	Minimum university degree in social sciences, management, environment, water resources management or related fields (advanced degree is an asset).		10 points for BSc	15
			13 points for MSc	
			Max 15 points for PhD	
			10 points for 8 years	15

	At least 8 years of experience in working with CSOs/NGOs, focusing on the design, monitoring, and implementation of capacity development programs.		13 points for 9 to 14 years Max 15 points for 15 years or more	
	Proven experience in at least 2 projects involving the design, implementation, and monitoring of capacity development or networking programs targeting CSOs/NGOs.		10 points for 2 projects 13 points for 3 to 7 projects Max 15 points for 8 and more projects	15
	Knowledge of environmental/water issues in Kosovo is an asset.		Max 5 points / NOTE: Obtaining 0 points in this particular criterion is not grounds for disqualification	5
			<b>Max points:</b>	<b>50</b>
<b>3.4</b>				
	<b>International Adviser on Stakeholder Participation in IWRM</b>	<b>YES/NO for minimum requirements</b>	Sub-Score	
	Advanced university degree in public policy, law, governance, environment, water resources management or related fields.		10 points for BSc 13 points for MSc Max 15 points for PhD	15
	At least 10 years of international experience in policy analysis, regulatory frameworks, stakeholder participation, development of CSOs and institutional structures for water resource management.		10 points for 8 years 13 points for 9 to 14 years Max 15 points for 15 years or more	15
	Proven international experience in at least 4 projects that involve strengthening of CSOs in the context of water resources management, design and operation of stakeholder participation mechanisms in water resources management, use of contemporary methods/tools for stakeholder involvement in water resources management (e.g., Lego Serious Play, NEXUS Game, Foresight Techniques, Role Play, World Café, and Participatory Mapping).		10 points for 2 projects 13 points for 3 to 7 projects Max 15 points for 8 and more projects	15
	Knowledge of environmental/water issues in Kosovo is an asset.		Max 5 points	5
			<b>Max points:</b>	<b>50</b>
	<b>Total Section 3:</b>			<b>200</b>

Failing to meet the mandatory requirements (e.g., educational background requirements, years of professional experience, number of relevant previous projects), even one of all will lead to disqualification.

An Offeror's response to the solicitation document is evaluated and points are attributed based on how well they meet the defined desirable criteria. A proposal shall be considered non-responsive and rejected if it fails to substantially satisfy the requirements of the TOR, or it fails to achieve a minimum technical score (70% of 700 points or 490 points) as specified in the RFP.

The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals. The offer with the lowest price will receive a total of 300 points. Other offers with higher prices will receive their respective scores according to the following formula:

$$\frac{\text{Lowest Bid}}{\text{Proposed Bid}} \times 300$$

The proposal will be awarded the highest aggregate score based on the technical and financial proposal. The remaining financial proposals of Offerors whose technical proposals are deemed unacceptable or unqualified shall remain unopened can be returned.

## Annex 9: Terms and Conditions for Contracts

### 1. LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the IWRM-K. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of the IWRM-K. For the purposes of this agreement, the Contractor is defined as a business that agrees to conduct work for the IWRM-K as specified under the terms of a contract. The term "Contract" includes the general terms and conditions set forth in the body of this document (the "Terms and Conditions for Contracts Terms").

### 2. SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from anyone else but the IWRM-K in connection to its services under this contract. The Contractor shall refrain from any action that may adversely affect the IWRM-K and shall fulfil its commitments with the fullest regard to the interests of the IWRM-K.

### 3. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

### 4. ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims, or obligations under this Contract except with the prior written consent of the IWRM-K.

### 5. SUB-CONTRACTING:

In the event, the Contractor requires the services of sub-contractors in the course of the implementation of the assignment (unless specified in the Proposal/Offer/Bid), the Contractor shall obtain the prior written approval and clearance of the IWRM-K for all sub-contractors. The approval of IWRM-K of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

### 6. OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of IWRM-K has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

### 7. INDEMNIFICATION:

The Contractor shall defend, indemnify and hold harmless, at its own expense, the IWRM-K, its officials, agents, servants, and employees from and against all third-party claims, suits, obligations, causes of action, demands, and all losses, damages, judgments, the liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability, and liability arising out of the use of patented inventions or devices, copyrighted material, or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

### 8. INSURANCE AND LIABILITIES TO THIRD PARTIES:

The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other



equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

#### **9. LIENS:**

The Contractor shall not cause or permit any lien, attachment, or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the IWRM-K against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

#### **10. TITLE TO EQUIPMENT:**

Title to any equipment and supplies that may be furnished by IWRM-K shall rest with IWRM-K and any such equipment shall be returned to IWRM-K at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to IWRM-K, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate IWRM-K for equipment determined to be damaged or degraded beyond normal wear and tear.

#### **11. COPYRIGHT, PATENTS, AND OTHER PROPRIETARY RIGHTS:**

Except as is otherwise expressly provided in writing in the Contract, the IWRM-K shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the IWRM-K under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the contract and the Contractor acknowledges and agrees that such products, documents, and other materials constitute works made for hire for the IWRM-K.

To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the IWRM-K does not and shall not claim any ownership interest thereto, and the Contractor grants to the IWRM-K a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

All maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the IWRM-K, shall be made available for use or inspection by the IWRM-K at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to IWRM-K authorized officials on completion of work under the Contract.

#### **12. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF IWRM-K**

The Contractor shall not in any manner whatsoever use the name, emblem, or official seal of the IWRM-K in connection with its business or otherwise unless expressly allowed in writing by authorized IWRM-K officials.

#### **13. CONFIDENTIALITY:**

Information and data that is considered proprietary by either Party and that are delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party.

The recipient ("Recipient") of such information shall:

- a) use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,
- b) use the Discloser's Information solely for the purpose for which it was disclosed.

Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract, the Recipient may disclose Information to:

- a) any other party with the Discloser's prior written consent; and,



- b) the Recipient's employees, officials, representatives, and agents who have a need to know such information for purposes of performing obligations under the Contract, and employees officials, representatives, and agents of any legal entity that it controls it, or with which it is under common control, who have a need to know such information for purposes of performing obligations under the Contract.

The Contractor may disclose Information to the extent required by law, provided that the Contractor will give the IWRM-K sufficient prior notice of a request for the disclosure of information in order to allow the IWRM-K to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

The IWRM-K may disclose Information to the extent as required by national law in Kosovo.

These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

#### **14. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS**

In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the IWRM-K, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the IWRM-K of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the IWRM-K shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the IWRM-K shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

Force majeure means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

#### **15. TERMINATION**

Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days' notice, in writing, to the other party.

IWRM-K reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case the IWRM-K shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

In the event of any termination by the IWRM-K no payment shall be due from the IWRM-K to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the IWRM-K may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the IWRM-K of the occurrence of any of the above events.

#### **16. SETTLEMENT OF DISPUTES**

The parties shall use their best efforts to settle amicably any dispute, controversy, or claim arising out of this Contract or the breach, termination, or invalidity thereof. This Contract shall be construed and interpreted and the legal relations created hereby shall be determined in accordance with the laws of the Republic of Kosovo. The parties' consent to the exclusive jurisdiction of, and agree that venue lies solely with, the state courts located in the Republic of Kosovo.

#### **17. TAX EXEMPTION**

IWRM-K is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the IWRM-K's exemption from such taxes, duties, or charges, the Contractor shall immediately consult with the IWRM-K to determine a mutually acceptable procedure.

Accordingly, the Contractor authorizes the IWRM-K to deduct from the Contractor's invoice any amount representing such taxes, duties, or charges, unless the Contractor has consulted with the IWRM-K before the payment thereof and the IWRM-K has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the IWRM-K with written evidence that payment of such taxes, duties, or charges has been made and appropriately authorized.

**18. OBSERVANCE OF THE LAW:**

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

**19. AUTHORITY TO MODIFY:**

Only the IWRM-K Authorized Official possesses the authority to agree on behalf of the IWRM-K to any modification of or change in this Contract, to a waiver of any of its provisions, or any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against the IWRM-K unless provided by an amendment to this Contract signed by the Contractor and jointly by the IWRM-K.