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Qeveria
Vlada-Government

INTEGRATED WATER RESOURCES MANAGEMENT IN KOSOVO (IWRM-K) – PHASE 2 May 2024 – April 2029

Support to IWRM-K Phase 2 Communication Activities (Framework Contract) Request for Proposals

RFP 001/2025

January 2025



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**^U

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Acronyms/Abbreviations

AGK	Association of Journalists of Kosovo
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

Integrated Water Resources Management in Kosovo (IWRM-K) Program	DATE: January 16, 2025
	REFERENCE: Support to IWRM-K Phase 2 Communication Activities (Framework Contract)

Dear Sir / Madam:

The "Integrated Water Resources Management in Kosovo" Program¹ (hereinafter the Program or IWRM-K) kindly invites you to submit your Proposal² for **RFP 001/2025 Support to IWRM-K Phase 2 Communication Activities (Framework Contract)**. The proposal must be submitted electronically to tender@skat.ch on or before **16.30 CET on 17 February 2025**.

Please use the following e-mail subject: Support to IWRM-K Phase 2 Communication Activities

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-mail³.

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.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by the IWRM-K after it has received the Proposal. At the time of Award of Contract or Purchase Order, the IWRM-K reserves the right to vary (increase or decrease) the

¹The 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.

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

³ 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.

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	Brief Description of the Required Services	<p>The main objective of the assignment encompasses the design, implementation support and advisory services for carrying out the IWRM-K's Phase 2 communication activities in line with the communication strategy and action plan.</p> <p>The work involves enriching the existing communication activities, tools, and channels by bringing innovative ideas on public awareness raising, and stakeholder mobilization surrounding the vision and mission of the IWRM-K Program. The communication activities need to be flexibly tailored in a way to follow Program implementation, as well as its communication needs and possible challenges that can be addressed through proper communications.</p>																																										
2	List and Description of Expected Outputs to be Delivered	<table border="1"> <thead> <tr> <th data-bbox="578 621 1062 680">Deliverables (for the initial one-year contract duration)</th> <th data-bbox="1062 621 1370 680">Timeframe (in months upon signing of contract)</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="578 680 1370 709">1. Strategic Guidelines, Media and Communication Outputs</td> </tr> <tr> <td data-bbox="578 709 1062 739">1.1. Visibility Guidelines (up to 5 pages)</td> <td data-bbox="1062 709 1370 739">1 month</td> </tr> <tr> <td data-bbox="578 739 1062 793">1.2. Collaborative Regional Media Stories (At least two)</td> <td data-bbox="1062 739 1370 793">6th and 9th months</td> </tr> <tr> <td data-bbox="578 793 1062 848">1.3. Press Releases (at least bi-monthly, 6 times in total)</td> <td data-bbox="1062 793 1370 848">On demand</td> </tr> <tr> <td data-bbox="578 848 1062 903">1.4. Publishing Op-Eds in Media Outlets (at least 2)</td> <td data-bbox="1062 848 1370 903">Semi-annually (2 in total)</td> </tr> <tr> <td data-bbox="578 903 1062 932">1.5. TV Debates</td> <td data-bbox="1062 903 1370 932">Semi-annually (2 in total)</td> </tr> <tr> <td colspan="2" data-bbox="578 932 1370 961">2. Event Management</td> </tr> <tr> <td data-bbox="578 961 1062 1045">2.1. Annual World Water Day Event (either on 22 March 2025 or on 22 March 2026)⁴.</td> <td data-bbox="1062 961 1370 1045">To be defined (in collaboration with the Program partners)</td> </tr> <tr> <td data-bbox="578 1045 1062 1129">2.2. One more multi-stakeholder event (e.g., conference, marking of international day) (up to 150 participants in Pristina)</td> <td data-bbox="1062 1045 1370 1129">On demand (to be agreed)</td> </tr> <tr> <td colspan="2" data-bbox="578 1129 1370 1159">3. Visual and Creative Content</td> </tr> <tr> <td data-bbox="578 1159 1062 1213">3.1. 2D Motion Graphics (up to 1 minute) (At least one)</td> <td data-bbox="1062 1159 1370 1213">6th month</td> </tr> <tr> <td data-bbox="578 1213 1062 1268">3.2. Animations (up to 1 minute) (At least one)</td> <td data-bbox="1062 1213 1370 1268">12th month</td> </tr> <tr> <td data-bbox="578 1268 1062 1323">3.3. Project Highlights Videos (up to 1.5 minutes each) (At least 2)</td> <td data-bbox="1062 1268 1370 1323">Half-yearly (2 in total)</td> </tr> <tr> <td colspan="2" data-bbox="578 1323 1370 1352">4. Awareness, Outreach and Social Media Engagement</td> </tr> <tr> <td data-bbox="578 1352 1062 1381">4.1. Outreach Materials (Two batches)</td> <td data-bbox="1062 1352 1370 1381">Half-yearly (2 in total)</td> </tr> <tr> <td data-bbox="578 1381 1062 1436">4.2. Annual Newsletter (up to 15 pages) (one per year)</td> <td data-bbox="1062 1381 1370 1436">Toward the end of initial contract</td> </tr> <tr> <td data-bbox="578 1436 1062 1465">4.3. Infographics (At least 4)</td> <td data-bbox="1062 1436 1370 1465">3, 6, 9, 12 months</td> </tr> <tr> <td data-bbox="578 1465 1062 1549">4.4. Media Collaboration with AGK (Workshops/Brunches) (At least 2 events and regular on-demand exchanges)</td> <td data-bbox="1062 1465 1370 1549">On-demand</td> </tr> <tr> <td data-bbox="578 1549 1062 1579">4.5. Influencers Engagement</td> <td data-bbox="1062 1549 1370 1579">On-demand</td> </tr> <tr> <td data-bbox="578 1579 1062 1633">4.6. Social media and website management/Posts and Boosting</td> <td data-bbox="1062 1579 1370 1633">On-demand</td> </tr> </tbody> </table>	Deliverables (for the initial one-year contract duration)	Timeframe (in months upon signing of contract)	1. Strategic Guidelines, Media and Communication Outputs		1.1. Visibility Guidelines (up to 5 pages)	1 month	1.2. Collaborative Regional Media Stories (At least two)	6 th and 9 th months	1.3. Press Releases (at least bi-monthly, 6 times in total)	On demand	1.4. Publishing Op-Eds in Media Outlets (at least 2)	Semi-annually (2 in total)	1.5. TV Debates	Semi-annually (2 in total)	2. Event Management		2.1. Annual World Water Day Event (either on 22 March 2025 or on 22 March 2026) ⁴ .	To be defined (in collaboration with the Program partners)	2.2. One more multi-stakeholder event (e.g., conference, marking of international day) (up to 150 participants in Pristina)	On demand (to be agreed)	3. Visual and Creative Content		3.1. 2D Motion Graphics (up to 1 minute) (At least one)	6 th month	3.2. Animations (up to 1 minute) (At least one)	12 th month	3.3. Project Highlights Videos (up to 1.5 minutes each) (At least 2)	Half-yearly (2 in total)	4. Awareness, Outreach and Social Media Engagement		4.1. Outreach Materials (Two batches)	Half-yearly (2 in total)	4.2. Annual Newsletter (up to 15 pages) (one per year)	Toward the end of initial contract	4.3. Infographics (At least 4)	3, 6, 9, 12 months	4.4. Media Collaboration with AGK (Workshops/Brunches) (At least 2 events and regular on-demand exchanges)	On-demand	4.5. Influencers Engagement	On-demand	4.6. Social media and website management/Posts and Boosting	On-demand
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3	Frequency of Reporting and Progress Reporting Requirements	Quarterly and Final Contract Completion Report																																										
4	Location of work	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> At Contractor's Location																																										

⁴ If World Water Day 2026 is selected for marking, a no-cost contract extension will be anticipated.

5	Expected duration of work	12 months from the signing of the contract (with possibility of extension)
6	Target start date	10 March 2025
7	Estimated completion date	09 March 2026
8	Language of the Proposal	English
9	Pre-proposal conference	Not Applicable
10	Travels Expected	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	Implementation Schedule indicating breakdown and timing of activities/sub-activities	<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	Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
13	Currency of Proposal	<input type="checkbox"/> Other currency (if required) <input type="checkbox"/> No financial proposals are required at this stage. <input checked="" type="checkbox"/> Euro
14	Value Added Tax on Price Proposal⁵	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes (applicable to the second stage)
15	Bid Security	Will not be applied
16	Liquidated Damages	Will not be applied
17	Performance Security	Not required
18	Financial Standing	Required. The minimum annual turnover must be at least half of the financial offer amount for each of the last two years.
19	Validity Period of Proposals (Counting for the last day of submission of quotes)	<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	Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted

⁵ The IWRM-K is VAT exempt in the country and all activities implemented by the Program directly or through contracts are also VAT exempt.

		Instalment	Deliverable	Tentative Timeframe
21	Payment Terms⁶	1st Instalment (25%)	1st Quarterly Report (Q1) - Visibility Guidelines - Annual World Water Day Event (optional) - 1st Batch of Outreach Materials - Press Releases - Social Media Posts and Boosting - Infographic 1 - Progress report 1	3 months
		2nd Instalment (25%)	2nd Quarterly Report (Q2) - TV Debate (1st Debate) - Collaborative Regional Media Stories (1st Story) - 2D Motion Graphics - Another multi-stakeholder event - Publishing Op-Eds in Media Outlets (1st Op-Ed) - Press Releases - Social Media Posts and Boosting - Media collaboration with AGK (1st event) - Infographic 2 - Progress report 2	6 months
		3rd Instalment (25%)	3rd Quarterly Report (Q3) - Collaborative Regional Media Stories (2nd Story) - TV Debate (2nd Debate) - Outreach Materials (2nd Batch) - Annual Newsletter (2nd Edition) - Publishing Op-Eds in Media Outlets (2nd Op-Ed) - 2 nd Batch of Outreach Materials - Press Releases - Social Media Posts and Boosting - Infographic 3 - Progress report 3	9 months
		4th Instalment (25%)	4th Quarterly Report (Q4) - Press Releases - Animation - Social Media Posts and Boosting - Media collaboration with AGK (2nd event) - Annual Newsletter - Infographic 4 - Finalization of any outstanding duty according to the TOR - Final Report / Next Steps	12 months
22	Type of Contract to be Signed	<input type="checkbox"/> Contract for Professional Services <input checked="" type="checkbox"/> Other Type of Contract: Framework contract		
23	Evaluation Method for the Award of Contract	<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	Criteria for the Assessment of Proposal	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> The expertise of Firm 250 <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 250		

⁶ 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.

		<input checked="" type="checkbox"/> Qualification of Key Personnel 200 <u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by the IWRM-K.
25	IWRM-K will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service
26	Contract General Terms and Conditions⁷	Terms and Conditions for contracts (goods and/or services).
27	Annexes to this RFP⁸	<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	Contact for Inquiries (Written inquiries sent by email only)⁹	Email to: skatconsultingkosovo@skat.ch 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	Deadline for Submission of requests for clarification	7 working days before the deadline
30	Manner of Disseminating Supplemental Information to the RFP and responses / clarifications to queries	By e-mail to the requesting bidder and also posted on the Skat Consulting Ltd., St. Gallen website (https://skat.ch/jobs/)
29	Documents to be submitted:	<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)

⁷ 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.

⁸ Where the information is available in the web, a URL for the information may simply be provided.

⁹ 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.

		<p><input checked="" type="checkbox"/> CVs of proposed non-key experts for the additional expertise areas as listed in the ToR</p> <p><input checked="" type="checkbox"/> Annex 6: Financial Proposal Submission Form</p> <p><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</p>
30	Other:	<p>The maximum budget for this assignment is 45,000 EUR. The IWRM-K shall eliminate offers exceeding the maximum available budget for this contract.</p>

Annex 1: Term of Reference

Program Title:	Integrated Water Resources Management in Kosovo (IWRM-K)
Contract:	Support to IWRM-K Phase 2 Communication Activities (Framework Contract)
Duty Station:	Home-based with frequent presence in Pristina and occasional visits to other locations across Kosovo
Duration:	12 months (February 2025 – March 2026) initial contract with possibility of consecutive annual extensions.

BACKGROUND

1.1 About the IWRM-K Program – 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.

SCOPE OF WORK

The main objective of the assignment encompasses **design, implementation support and advisory services** for carrying out the IWRM-K's Phase 2 communication activities in line with the **communication strategy and action plan** in continuation of the communication successes so far. The work involves enriching the existing communication activities, tools, and channels by bringing innovative ideas on public awareness raising, and stakeholder mobilization surrounding the vision and mission of the IWRM-K Program. The communication activities need to be flexible tailored in a way to follow Program implementation, as well as its communication needs and possible challenges that can be addressed through proper communications.

Moreover, the Contractor shall consider and support the communication needs of the Program's key partners (Ministry of Environment, Spatial Planning and Infrastructure, and in particular the River Basin District Authority, and the Kosovo Hydro-meteorological Institute), as well as the Donor's visibility guidelines and requirements. Program's communication needs to be well aligned among the key Program partners for maximum effectiveness in achieving the objectives.

More specifically, the work under these ToR combines responsibilities in the preparation of Collaborative Regional Media Stories, the Annual Water Resource Management Event, TV Debates, Engage experts in Op-Eds writing/publishing, developing outreach materials, conducting awareness-raising campaigns, regular updates of the website, regular posting on social media and enhancing social media presence/followers, preparing video materials, social media posts and boosting, support in organizing, prepare 2D motion graphics, project highlights videos, animations (as needed), support for communication with media/journalists, influencers engagement, preparation of annual newsletters, and other annual international days.

Depending on specific requirements, and upon request, these services will alternate between being directed towards the Program itself and/or its stakeholders, while consistently maintaining the overarching communication objectives and messaging.

The initial 12-month framework contract may be extended for an additional 2-3 years, depending on the Program's communication achievements and evolving needs.

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 and based on the Communication Strategy and Action Plan for the IWRM-K Phase 2, the tentative tasks to be considered for the initial one-year contract duration will include but not limit to:

1. Strategic Guidelines, Media and Communication Outputs

- Prepare comprehensive visibility guidelines ensuring consistent branding and messaging (up to 5 pages). These will apply both to the Program, its stakeholders, as well as implementation partners (e.g., contractors, grantees, institutional partners) when reporting about joint activities and results.
- Develop and publish stories showcasing cross-border/regional water initiatives (at least 2).
- Draft and distribute press releases to share Program updates and milestones throughout the contract (at least 6 in total)
- Publish quarterly opinion pieces in reputable traditional and/or online media outlets to raise public awareness in IWRM.
- Organize TV debates featuring key stakeholders to discuss water-related topics (at least 2).

2. Event Management

- All communication activities should align with a broader campaign focused on water resource management. The work will include tracking the campaign's effectiveness through key metrics such as reach, engagement, and feedback.
- Plan, organize, and execute the marking of the World Water Day (2025 or 2026) in coordination with stakeholders to maximize outreach (up to 150 participants)

- Plan and execute at least one more multi-stakeholder event for up to 150 participants as needed (at least one more).

3. Visual and Creative Content

- Develop 2D motion graphics (approximately 1 minute each) to visually convey Program messages (at least 1).
- Create animations (approximately 1 minute each) to support Program activities throughout the contract (at least 1).
- Produce high-quality videos (up to 1.5 minutes each) showcasing Program achievements (at least 2).

4. Awareness, Outreach and Social Media Engagement

- Design and distribute promotional/outreach materials like brochures, posters, notebooks, pens, and other (at least 2 batches/sets).
- Publish an annual newsletter summarizing Program updates and achievements (up to 15 pages)¹⁰.
- Create data-rich infographics as needed to communicate insights effectively (at least 4).
- Media Collaboration with AGK: Organize workshops/brunches with AGK to enhance media engagement (at least 2 joint events and regular communication upon demand).
- Collaborate with influencers to amplify Program messages throughout the contract.
- Manage Program's social media accounts, and website, including content creation, posting, and boosting. Support partners by creating and sharing posts as needed.

Quarterly and Final Reports: The Contractor will prepare quarterly reports summarizing the results, experiences, and lessons learned from the implementation of communication activities, linked to the (tentative) payment plan described below. The final report will serve as an input for potential future stages of the Program. It shall include data collected through surveys and interviews with key stakeholders, providing insights into the effectiveness and impact of communication activities. The findings will showcase measurable outcomes, highlight areas of success, and identify opportunities for improvement to inform and enhance subsequent strategies.

MAIN OUTPUTS/DELIVERABLES

The list of deliverables comprises a mix of pre-defined (fixed) and flexible (on-demand) deliverables, as presented in the following table:

Deliverables (for the initial one-year contract duration)	Timeframe (in months upon signing of contract)
1. Strategic Guidelines, Media and Communication Outputs	
1.1. Visibility Guidelines (up to 5 pages)	1 month
1.2. Collaborative Regional Media Stories (At least two)	6 th and 9 th months
1.3. Press Releases (at least bi-monthly, 6 times in total)	On demand
1.4. Publishing Op-Eds in Media Outlets (at least 2)	Semi-annually (2 in total)
1.5. TV Debates	Semi-annually (2 in total)
2. Event Management	
2.1. Annual World Water Day Event (either on 22 March 2025 or on 22 March 2026) ¹¹ .	To be defined (in collaboration with the Program partners)

¹⁰ Printing costs, if necessary, will be covered by the Program and not the Contractor.

¹¹ If World Water Day 2026 is selected for marking, a no-cost contract extension will be anticipated.

2.2. One more multi-stakeholder event (e.g., conference, marking of international day) (up to 150 participants in Pristina)	On demand (to be agreed)
3. Visual and Creative Content	
3.1. 2D Motion Graphics (up to 1 minute) (At least one)	6 th month
3.2. Animations (up to 1 minute) (At least one)	12 th month
3.3. Project Highlights Videos (up to 1.5 minutes each) (At least 2)	Half-yearly (2 in total)
4. Awareness, Outreach and Social Media Engagement	
4.1. Outreach Materials (Two batches)	Half-yearly (2 in total)
4.2. Annual Newsletter (up to 15 pages) (one per year)	Toward the end of initial contract
4.3. Infographics (At least 4)	3, 6, 9, 12 months
4.4. Media Collaboration with AGK (Workshops/Brunches) (At least 2 events and regular on-demand exchanges)	On-demand
4.5. Influencers Engagement	On-demand
4.7. Social media and website management/Posts and Boosting	On-demand

QUALIFICATION REQUIREMENTS

The Contractor shall have extensive experience (**at least 5 years**) in developing and implementing communications, public relations, marketing strategies, and plans, advocacy work, stakeholder/community mobilization for different development projects/initiatives. It will have a record of a **minimum of 3 projects** of comparable nature and degree of complexity (implementation of communication strategies, action plans, PR consultancies, marketing strategies, projects involving complex communication activities). Additionally, the contractor must have a proven track record of **at least one project** involving communication activities related to environmental, water, and/or social issues, with a budget not less than the proposed financial offer.

The scope of work requires a team of skilled professionals and support staff with previous relevant experience. The team of experts shall be able to respond to the requirements the mandatory areas of expertise described in the table below:

	Team members and/or areas of expertise	Qualification requirements
1.	Creative Director /Team leader	<ul style="list-style-type: none"> ○ Minimum university education in communications, journalism, public relations, marketing, environment, or another related field. ○ Minimum 8 years of relevant professional experience (journalist, newspaper editor, communications, public relations, stakeholder mobilization, producing high-quality visual and video materials. ○ At least 3 relevant projects/assignments (e.g., design and implementation of communication strategies, awareness raising campaigns, development communications). ○ Experience from communication activities on environmental, water, and/or social issues is considered an asset.
2.	Communications Specialist (social media and content management)	<ul style="list-style-type: none"> ○ Minimum university education in communications, journalism, public relations, marketing, or another related field. ○ Minimum 3 years of experience as a manager of social media accounts for well-known clients, projects/initiatives, campaigns.

		<ul style="list-style-type: none"> ○ At least 2 relevant projects/assignments (e.g., social media management for different clients, campaigns, projects).
3.	Event and Production Manager	<ul style="list-style-type: none"> ○ Minimum university education in communications, journalism, public relations, marketing, or another related field. ○ Minimum 3 years of experience from managing events for different clients, campaigns, and/or projects. ○ At least 2 relevant projects/assignments (e.g., organizing large-scale events for diverse audiences).

NOTES: **a)** There is no limitation on the number of experts per area of expertise. The inclusion of experts able to respond to all areas of expertise defined in the table is mandatory. In case of more than one expert per area of expertise, companies need to indicate the key expert (her/his qualification would have a key role in the scoring/evaluation process); **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., graphic design, illustration, video production, proofreading).

TERMS AND CONDITIONS

- *Language*

The basic working languages for the assignment, as well as the languages of the deliverables, are English and Albanian. The quality of the documents will be reviewed prior to approval, and high-quality proofreading is mandatory.

- *Duration of the assignment*

The estimated duration for completing the assignment under the initial contract is 12 months, with the possibility of extension. Extensions may be arranged through one or more subsequent contracts or contract amendments, depending on the evolving needs of the Program and its key partners.

To ensure flexibility, besides the fixed prices for the predefined deliverables/activities, the bidders will provide unit prices for different types of services (e.g., expertise, design, illustration, video production), enabling volume-based contract extension. Additionally, the assignment may include data collection (through surveys and interviews with key stakeholders) to evaluate the impact of activities, which will inform potential extensions and adjustments to the scope of support.

- *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.

- *Costs sharing for events*

The Program will cover the costs related to stakeholder participation in both large- and small-scale events (e.g., venue rental, meals, transfers, and accommodation). The Contractor will be responsible for covering the participation costs of their own experts and staff.

- *Travel*

Representatives of the Contractor are expected to travel for the needs of the required research, partaking in meetings and other needs. 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 in the course of 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 tentative instalments which can be adjusted prior to the signing of the contract in line with the company's methodology:

Instalment	Deliverable	Tentative Timeframe
1st Instalment (25%)	1st Quarterly Report (Q1) <ul style="list-style-type: none"> - Visibility Guidelines - Annual World Water Day Event (optional) - 1st Batch of Outreach Materials - Press Releases - Social Media Posts and Boosting - Infographic 1 - Progress report 1 	3 months
2nd Instalment (25%)	2nd Quarterly Report (Q2) <ul style="list-style-type: none"> - TV Debate (1st Debate) - Collaborative Regional Media Stories (1st Story) - 2D Motion Graphics - Another multi-stakeholder event - Publishing Op-Eds in Media Outlets (1st Op-Ed) - Press Releases - Social Media Posts and Boosting - Media collaboration with AGK (1st event) - Infographic 2 - Progress report 2 	6 months
3rd Instalment (25%)	3rd Quarterly Report (Q3) <ul style="list-style-type: none"> - Collaborative Regional Media Stories (2nd Story) - TV Debate (2nd Debate) - Outreach Materials (2nd Batch) - Annual Newsletter (2nd Edition) - Publishing Op-Eds in Media Outlets (2nd Op-Ed) - 2nd Batch of Outreach Materials - Press Releases - Social Media Posts and Boosting - Infographic 3 - Progress report 3 	9 months
4th Instalment (25%)	4th Quarterly Report (Q4) <ul style="list-style-type: none"> - Press Releases - Animation - Social Media Posts and Boosting - Media collaboration with AGK (2nd event) - Annual Newsletter - Infographic 4 - Finalization of any outstanding duty according to the TOR - Final Report / Next Steps 	12 months

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

The legal name of Bidder	
Legal address	
Year of registration	
Bidder's Authorized Representative Information	
Country/ies of operation	
No. of full-time employees	
Quality Assurance Certification¹² (e.g. ISO 9000 or Equivalent) (If yes, provide a copy of the valid Certificate):	
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a copy of the valid Certificate):	
Person IWRM-K may contact for requests for clarification during the Proposal evaluation	

¹² 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 the 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.	Creative Director /Team leader	1. 2. 3.			
2.	Communications Specialist (social media and content management)	1. 2. 3.			
3.	Event and Production Manager	1. 2. 3.			

Financial Standing

Annual Turnover for the last 2 years	Year 2023	EUR
	Year 2024	EUR

Financial information (in EUR)	Historic information for the last 2 years		
	Year 2023	Year 2024	
	<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

Name of Personnel	[Insert]
Position for this assignment / Area of Expertise (from the TORs)	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of goods and/or services]</i>
	<ul style="list-style-type: none"> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment Record/ Experience	<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]
References	<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 001/2025** 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)
Professional Fees	
Other Costs	
Total Amount of Financial Proposal	

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
	Creative Director /Team leader			
	Communications Specialist			
	Event and Production Manager			
	Other (as required based on bidder’s methodology and approach)			
Subtotal Professional Fees:				

Table 3: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Unit	Quantity	Price (EUR)	Total (EUR)
Visibility Guidelines	Report	1		
Collaborative Regional Media Stories	Story	2		
Press Releases	Press releases	6		
Publishing Op-Eds in Media Outlets (Semi-annually)	Op-Eds	2		
Annual World Water Day Event	Larger-scale Event	1		
Another multi-stakeholder event (At least one more)	Larger-scale Event	1		
2D Motion Graphics (1 minute)	2D motion graphics	1		
Animations (1 minute)	Animation	1		
Project Highlights Videos (up to 1.5 minutes each)	Video	2		
Outreach Materials	Batch	2		
Annual Newsletter	Newsletter / Longer report	1		

Infographics	Infographic	4		
Media Collaboration with AGK (Workshops/Brunches)	Small-scale Event / Working meeting	2		
Influencers Engagement (annually)	Lump sum	/		
Social media and website management/Posts and Boosting (annually)	Lump sum	/		
Subtotal of activities costs:				

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					
Total:		700					

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 extensive experience (at least 5 years) in developing and implementing communications, public relations, marketing strategies, and plans, advocacy work, stakeholder/community mobilization for different development projects/initiatives.	Max 80	Max 50 points for 5 years
			Max 65 points for 6 to 9 years
			Max 80 points for 10 years and more
1.3	A minimum of 3 projects of comparable nature and degree of complexity (implementation of communication strategies, action plans, PR consultancies, marketing strategies, projects involving complex communication activities).	Max 90	Max 60 points for 2 projects
			Max 80 points for 3 to 7 projects
			Max 90 points for 8 projects and more
1.4	Additionally, the contractor must have a proven track record of at least one project involving communication activities related to environmental, water, and/or social issues, with a budget not less than the proposed financial offer.	Max 80	Max 50 points for 1 project
			Max 65 points for 2 to 4 projects
			Max 80 points for 5 projects and more
Total Section 1:			250

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
Total Section 2:		250

Section 3. Management Structure and Key Personnel

3.1				
<u>Team Leader</u>	YES/NO for minimum requirements	Score	Max obtainable points	
Minimum university education in communications, journalism, public relations, marketing, environment, or another related field.		Max 10 points for BSc	20	
		Max 15 points for MSc		
		Max 20 points for PhD		
Minimum 8 years of relevant professional experience (journalist, newspaper editor, communications, public relations, stakeholder mobilization, producing high-quality visual and video materials).		Max 10 points for 8 years	20	
		Max 15 points for 9 to 14 years		
		Max 20 points for 15 years or more		
At least 3 relevant projects/assignments (e.g., design and implementation of communication strategies, awareness raising campaigns, development communications).		10 points for 3 projects	20	
		15 points for 4 to 7 projects		
		Max 20 points for 8 and more projects		
Experience from communication activities on environmental, water, and/or social issues is considered an asset.		Max 20 points	20	
		Max points:		80
3.2				
Communications Specialist		YES/NO for minimum requirements	Sub-Score	
Minimum university education in communications, journalism, public relations, marketing, or another related field.		Max 10 points for BSc	20	
		Max 15 points for MSc		
		Max 20 points for PhD		
Minimum 3 years of experience as a manager of social media accounts for well-known clients, projects/initiatives, campaigns.		Max 10 points for 3 years	20	
		Max 15 points for 4 to 8 years		
		Max 20 points for 9 years or more		
At least 2 relevant projects/assignments (e.g., social media management for different clients, campaigns, projects).		Max 10 points for 2 projects	20	
		Max 15 points for 3 to 7 projects		
		Max 20 points for 8 and more projects		
		Max points:		60
3.3				
Event and Production Manager		YES/NO for minimum requirements	Sub-Score	
Minimum university education in communications, journalism, public		Max 10 points for BSc	20	
		Max 15 points for MSc		

	relations, marketing, or another related field.		Max 20 points for PhD	
	Minimum 3 years of experience from managing events for different clients, campaigns, and/or projects.		Max 10 points for 3 years	20
			Max 15 points for 4 to 8 years	
			Max 20 points for 9 years or more	
	At least 2 relevant projects/assignments (e.g., organizing large-scale events for diverse audiences).		Max 10 points for 2 projects	20
			Max 15 points for 3 to 7 projects	
			Max 20 points for 8 and more projects	
			Max points:	60
			Total Section 3:	200

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.