



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC

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

Phase 1  
May 2020 – April 2024

# Design of Training Programme on Integrated Water Resources Management Request for Proposal

04/2021

June 2021

*The IWRM Program is funded by the Swiss Agency for Development and Cooperation (SDC) 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

CGS	Competitive Grants Scheme
CSO	Civil Society Organization
CWEE	Chief Water Education Expert
EAA	Environment Agency Austria
ECSO	Environmental Civil Society Organisation
EU WFD	European Union Water Framework Directive
HMI	Hydro-Meteorological Institute
IWRM	Integrated Water Resource Management
IWRM-K	Integrated Water Resource Management in Kosovo
KEPA	Kosovo Environmental Protection Agency
NGOs	Non-Governmental Organization
RBDA	River Basin District Authority
RBMP	River Basin Management Plan
WIS	Water Information System

## 1. INVITATION FORM

<b>Integrated Water Resources Management in Kosovo (IWRM-K) Program</b>	<b>DATE: June 11, 2021</b>
	<b>REFERENCE: Training Programme on Integrated Water Resources Management</b>

Dear Sir / Madam:

The "Integrated Water Resources Management in Kosovo" Program<sup>1</sup> (hereinafter the Program or IWRM-K) kindly invite you to submit your Proposal<sup>2</sup> in EUR (VAT excluded) for RFP 04/2021 Design of Training Programme on Integrated Water Resources Management. The proposal must be submitted in a sealed envelope on or before 16.30 CEST on 15 July, 2021, to the address below:

**Skat Consulting Kosovo, IWRM-K Program**  
**RFP04/2021 Design of Training Programme on Integrated Water Resources Management**  
**136 Pashko Vasa street**  
**Floor I. No.5, Pejton, Pristina, Kosovo**  
**DO NOT OPEN BEFORE 15 July 2021**

PLEASE NOTE THAT TECHNICAL AND FINANCIAL OFFERS MUST BE SUBMITTED IN SEPARATE SEALED ENVELOPES.

Alternatively, the Proposals can be submitted electronically to the following dedicated email:  
[tender@skat.ch](mailto:tender@skat.ch)

**Please use the following e-mail subject: RFP 04/2021 Design of Training Programme on Integrated Water Resources Management**

**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. The same submission time as for hard copy offers to pertain.**

**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.

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<sup>1</sup> The Program is funded by the Swiss Agency for Development and Cooperation and implemented by the Consortium of Skat Consulting Ltd., St. Gallen, Switzerland and the Environment Agency Austria. 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.

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 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 IWRM-K.

Please be advised that 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.

IWRM-K encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to 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

<b>1</b>	<b>Brief Description of the Required Services</b>	<p>The principal goal of the envisaged IWRM training programme is to contribute to the long-term enhancement of the capacities of relevant water stakeholders by improving the knowledge and skills to assess and address water management issues in an integrated way. The main scope of the work subject to these TOR involves:</p> <ul style="list-style-type: none"> <li>• Developing a detailed curriculum/teaching material for the training programme (i.e., the corresponding courses) based on the recommendations on modules of the TNA process.</li> <li>• Provide training of (locally identified) trainers with qualifications matching the requirements of the individual courses of the training programme.</li> </ul>																		
<b>2</b>	<b>List and Description of Expected Outputs to be Delivered</b>	<table border="1"> <thead> <tr> <th></th> <th>Deliverable</th> <th>Tentative timeline (months upon signing of contract)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1.</td> <td>Updated concept of work and methodology (in English)</td> <td style="text-align: center;">1 month</td> </tr> <tr> <td style="text-align: center;">2.</td> <td>Final List of courses/modules/topics (in English)</td> <td style="text-align: center;">2 months</td> </tr> <tr> <td style="text-align: center;">3.</td> <td>Syllabuses for each of the Training Topics (in English and Albanian)</td> <td style="text-align: center;">4 months</td> </tr> <tr> <td style="text-align: center;">4.</td> <td>Training Material for Training Courses (in English and Albanian)</td> <td style="text-align: center;">8 months</td> </tr> <tr> <td style="text-align: center;">5.</td> <td>Final report (including from the ToT) (in English)</td> <td style="text-align: center;">12 months</td> </tr> </tbody> </table>		Deliverable	Tentative timeline (months upon signing of contract)	1.	Updated concept of work and methodology (in English)	1 month	2.	Final List of courses/modules/topics (in English)	2 months	3.	Syllabuses for each of the Training Topics (in English and Albanian)	4 months	4.	Training Material for Training Courses (in English and Albanian)	8 months	5.	Final report (including from the ToT) (in English)	12 months
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<b>3</b>	<b>Frequency of Reporting and Progress Reporting Requirements</b>	As proposed in the company's methodology and agreed with IWRM-K prior to contract signing																		
<b>4</b>	<b>Location of work</b>	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> At Contractor's Location																		
<b>5</b>	<b>Expected duration of work</b>	12 months from the signing of the contract																		
<b>6</b>	<b>Target start date</b>	August 2021																		
<b>7</b>	<b>Estimated completion date</b>	July 2022																		
<b>8</b>	<b>Language of the Proposal</b>	English																		
<b>9</b>	<b>Pre-proposal conference</b>	Not Applicable																		
<b>10</b>	<b>Travels Expected</b>	Representatives of the expert team are expected to travel to Kosovo as needed. All travel related costs need to be included in company's offers.																		
<b>11</b>	<b>Implementation Schedule indicating breakdown and timing of activities/sub-activities</b>	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required  [A 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]																		
<b>12</b>	<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																		
<b>13</b>	<b>Currency of Proposal</b>	<input type="checkbox"/> Other currency (if required) <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 <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes		
15	<b>Bid Security</b>	Will not be applied		
16	<b>Liquidated Damages</b>	Will be applied at the rate of 3.33 % of the price of the contract per month, for up to 10% or 3 months, upon which the Contract will be considered for termination.		
17	<b>Performance Security</b>	Not required		
18	<b>Financial Standing</b>	Required. Annual turnover of minimum EUR 130,000 for both 2019 and 2020.		
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, IWRM-K may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal 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>Deliverable</b>	<b>Tentative timeline</b> (months upon signing of contract)
		20%	<ul style="list-style-type: none"> <li>Updated concept of work and methodology (in English)</li> <li>Final List of courses/modules/topics (in English)</li> <li>Syllabuses for each of the Training Topics (in English and Albanian)</li> </ul>	4 months
		40%	<ul style="list-style-type: none"> <li>Training Material for Training Courses (in English and Albanian)</li> </ul>	8 months
		40%	<ul style="list-style-type: none"> <li>Final report (including from the ToT) (in English)</li> </ul>	12 months
22	<b>Type of Contract to be Signed</b>	<input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Other Type of Contract [pls. specify]		
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>	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> The expertise of the Firm 200 <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 250 <input checked="" type="checkbox"/> Qualification of Key Personnel 250 <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 IWRM-K.		

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

<sup>5</sup> 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, IWRM-K shall require the Service Provider to submit a bank guarantee or bank cheque payable to IWRM-K, in the same amount as the payment advanced by IWRM-K to the Service Provider.

25	<b>IWRM-K will award the contract to:</b>	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors:
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 7: Joint Venture/Consortium/Association Information 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>	<p><b>Email to: kosovo@skat.ch</b></p> <p>Any delay in IWRM-K's response shall be not used as a reason for extending the deadline for submission unless IWRM-K determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
29	<b>Deadline for Submission of requests for clarification</b>	3 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> )
31	<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 including proof of minimum required annual turnover <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

<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 IWRM-K. If inquiries are sent to other person/s or address/es, even if they are IWRM-K staff, IWRM-K shall have no obligation to respond nor can IWRM-K confirm that the query was received.

		<p><input checked="" type="checkbox"/> Annex 7: Joint Venture/Consortium/Association Information Form <b>[JOINT VENTURE/CONSORTIUM IS ALLOWED IN THIS PROCUREMENT CASE]</b><sup>9</sup>. In such case, the participants in the JV/Consortium/Association can share in any proportion their references to meet/exceed the minimum qualification requirements on the bidder (as stated in the TOR and the Evaluation Table). The requirement regarding the minimum years of experience needs to be met <b>at least by the Lead Partner</b> in the JV/Consortium/Association. The Lead Partner in the JV/Consortium/Association shall have a <b>minimum of 1 relevant project</b> of similar nature and degree of complexity.</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>
32	Other:	<p>Maximum budget for this assignment is <b>130,000 EUR</b>. The IWRM-K holds the right to eliminate offers exceeding the maximum available budget for this contract.</p>

<sup>9</sup> In addition, subcontracting of other legal entities in up to 25% of the overall financial offer is possible under this procurement. In case of subcontracting, only the qualification of the main bidder will be evaluated along with the qualifications of the proposed key experts. Involving experts external for the required positions is flexible and is not considered sub-contracting.

## Annex 1: Terms of Reference

<b>Program Title:</b>	Integrated Water Resources Management in Kosovo (IWRM-K)
<b>Contract:</b>	Design of Training Programme on Integrated Water Resources Management
<b>Duty Station:</b>	Home-based (with necessary presence in Kosovo) <sup>10</sup>
<b>Duration:</b>	12 months (August 2021 – July 2022)

### PROGRAM BACKGROUND

The Swiss-funded Integrated Water Resources Management in Kosovo (IWRM-K) Program<sup>11</sup> aims to build long-lasting water resources management capacities at national and river basin levels in line with Kosovo’s socio-economic and political priorities, as well as the needs of the future sustainable development. It strives to replace the current fragmented approach with a more comprehensive and highly participatory approach of managing water resources, aligned with the principles of IWRM and the EU WFD. Over the coming years, the IWRM-K will thus help to create the enabling environment for the envisaged transformation of Kosovo’s water resources management through (i) Support to the development of institutional capacity for IWRM; (ii) Preparation of a coherent planning and technical documentation base to inform water resource management decisions; **(iii) Support to knowledge and skills development of (young) water professionals whilst facilitating relevant job creation; and** (iv) Public awareness-raising on environmental issues and creating stakeholder participation mechanisms in water resources management.

In line with these strategic directions, the IWRM-K Program is designed to facilitate the adoption of a comprehensive country-level IWRM system by combining institutional and technical capacity development incorporated into a comprehensive set of interlinked measures. A significant share of Program-backed interventions is related to **capacity-building efforts, including knowledge and skills development of water professionals among state (water) administration, young professionals, academics and researchers, CSOs/NGOs, and other stakeholders.** One of the important educational activities supported by the Program is the development and implementation of an **introductory training programme on IWRM** identified as a priority as part of an earlier Program-backed assessment. The course will be ultimately designed to equip the state administration and different groups of water professionals dealing with specific aspects of water management, and current and future stakeholders<sup>12</sup> with cutting-edge knowledge on the IWRM principles, processes, and practices. Spreading this new knowledge among the state administration (e.g., civil servants), and other professionals is expected to catalyse the transformation of current water management into a modern water governance system able to bring forward the country’s sustainability agenda.

<sup>10</sup> The Contractor is expected to ensure presence of their experts in Kosovo as needed (e.g., for stakeholder meetings and delivery of the ToT sessions). However, the schedule of activities under this contract and the overall methodology needs to be tailored in a way to adjust to the COVID-19 restrictions with respect to ability to travel to the country and have (physical) meetings with stakeholders.

<sup>11</sup> The Program is funded by the Swiss Agency for Development and Cooperation (SDC) and is implemented by the Consortium of Skat Consulting Ltd. Switzerland and the Environment Agency Austria (EAA). In implementing the educational/skills development activities, the Program also relies on the expert support provided by the World University Services (WUS), Austria.

<sup>12</sup> For example, the diverse representatives of the stakeholder participation structures planned to be created with the support of the Program, as well as relevant CSO/NGO representatives.

The IWRM training programme is envisioned to bring trans-disciplinary knowledge among current and future water professionals in Kosovo as well as various water stakeholder groups, to be incorporated in the country's future IWRM system. Considering the diverse target audience in terms of background and previous knowledge on water-related issues, the course design shall consider different levels (e.g., beginners and advanced). The programme has to be solution-oriented, based on a comprehensive root cause analysis, tailored to the local context, and enriched with real-life case studies relevant to Kosovo. It shall also consider different crosscutting social, economic, and cultural aspects of IWRM (e.g., gender mainstreaming, social inclusion, political processes).

### ASSIGNMENT BACKGROUND

So far, water resource management-related training in Kosovo has been implemented mainly on an ad-hoc basis and not in an integrated/institutionalized manner. Therefore, to bring about a sustainable capacity building offer in water resource management, the IWRM-K Program entered into a **partnership with the Kosovo Institute for Public Administration (KIPA)**<sup>13</sup>. KIPA's mandate, in general, is to implement capacity-building measures through training, seminars, conferences, and workshops targeting civil servants/public administration, following training need assessments, often in close cooperation with local and international institutions/projects.

The MoU with KIPA defines the cooperation framework and share of responsibilities between the parties in the joint efforts to develop and implement the introductory training course on IWRM targeting Kosovo's relevant state administration/civil servants and other (water) professionals. Based on the MoU, among others, the IWRM-K provides external expertise (international and national) for: **(i) carrying out a training needs assessment (TNA) and outlining the training programme curriculum; and (ii) developing a subsequent training programme on IWRM following the findings from the TNA.** The KIPA provides the necessary platform for institutionalizing and carrying out the programme and ensuring its long-term sustainability and relevance.

In line with this, the IWRM-K Program has already carried out the TNA, facilitated by an international and a local expert along with the Program Facilitation Unit's (PFU) and KIPA advisers. The TNA resulted in identifying **major themes/topics/modules to be considered when designing the training programme.** It identified a stronger emphasis needed on **sustainability and management of water resources for efficient water use with improved water productivity across sectors.** Training of water service providers' staff and other end-users has also been prioritized based on the feedback by the participants in the survey<sup>14</sup>. The TNA findings evidently support the need for training on **technical aspects of water resources in the context of a more holistic view on water resources management** combining socio-economic, legal, governance, and participation perspectives, as well as data management. More details on the TNA findings and recommendations can be found in Appendix A. Moreover, the interested service providers can obtain the full draft TNA report by sending a written request to [kosovo@skat.ch](mailto:kosovo@skat.ch).

To be able to successfully accomplish the tasks of these TOR, the selected Contractor will be assisted by a Junior Water Expert (JWE) hired by the Program. The Albanian speaking JWE will assist the Contractor in organizing meetings, training sessions, translating documents (from English to Albanian and vice versa). S/he will also attend the training sessions and provide other logistical, linguistic, and technical support in line with her/his qualifications and seniority level.

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<sup>13</sup> A Memorandum of Understanding defining the cooperation arrangements was recently signed between KIPA and the IWRM-K Program.

<sup>14</sup> Over 30 representatives of the key Kosovo water stakeholders with different professional profiles took active part in a comprehensive survey which provided the basis for the findings of TNA exercise.

## MAIN GOAL/OBJECTIVES AND SCOPE OF WORK

The main goal of the envisaged IWRM training programme<sup>15</sup> is to contribute to the long-term **enhancement of the capacities of relevant water stakeholders by improving the knowledge and skills to assess and address water management issues in an integrated way.**

The specific objective of the IWRM training programme can be defined as:

- Making available a tailor-made knowledge base for improving the country's capacity in water resources management by familiarizing the key water professionals with the concepts and methods for IWRM and the underlying sustainability agenda.

The main scope of the work subject to these TOR involves:

- Developing a detailed curriculum/teaching material for the training programme (i.e., the corresponding courses) based on the recommendations on modules of the TNA. The selected Contractor is expected to take stock of the findings/recommendations of the TNA process but also propose adjustments, combination, and streamlining based on: **a)** thematic complementarity of indicated modules and their relevance for inclusion within distinct courses (see Appendix A)<sup>16</sup>; **b)** budget and time limitations and **c)** final decision following the inception process<sup>17</sup>. The pedagogy of IWRM training foresees lecture sessions, case study analysis, seminars, and role-plays followed by group discussions on the specific themes. Depending on the thematic area, future courses may also consider field visits (e.g., to important sites across Kosovo) and invited guest lecturers from the practice.
- Provide training of (locally identified) trainers with qualifications matching the requirements of the individual courses of the training programme<sup>18</sup>.

## DUTIES AND RESPONSIBILITIES

The specific duties and responsibilities under this assignment comprise the following:

- Conduct desk research of (i) relevant available Program documentation (e.g., Training Needs Assessment on IWRM Report<sup>19</sup>); and (ii) existing relevant regulation, strategic documents,

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<sup>15</sup> For the needs of these TOR, the following key definitions apply: a) **training programme** – the overall process for developing and delivering individual training courses, including the ToT; b) **training course** – constitutive elements of the training programmes defined by their thematic orientation with defined learning objectives, teaching material and delivery methods. The individual training courses comprise the overall training programme. Each course can be taken separately based on needs of target trainees; c) **training modules** – each training course comprises series of training modules equivalent to chapters in textbooks; and d) **training topics** – specific parts of the training modules equivalent to headings in textbooks.

<sup>16</sup> For example, combining Water Resources Management, Watershed Management and Hydrology or Hydrology, Hydraulics and Flood Risk Management as separate modules in separate courses respectively. The companies can propose the number, scope and sequence of courses based on their understanding of the needs and prior experience from developing training on similar themes.

<sup>17</sup> The proposals on adjustment/combination of the training modules into training courses needs to be presented in companies' methodologies. This will be subject to evaluation and maximum score will be awarded to bidders that will provide maximum input and value given the time and budgetary limitations.

<sup>18</sup> The local trainers who will successfully pass the training by the Contractor, will be certified by KIPA in line the local regulations. The idea is that these locally certified experts are mobilized as needed for future trainings. The selection of the trainees will be made in consultation with the Contractor that will need to suggest the most suitable professional profile(s) as per the structure of the respective training courses.

<sup>19</sup> This Program-backed assessment report comprises analysis of current skills and needs in the field of IWRM in Kosovo with a focus on water professionals employed in the institutions of Kosovo concerning water resource management.

EU-based legislation<sup>20</sup>, and water resource management training best practices<sup>21</sup> (e.g., available online and other training programmes on water related issues).

- Update and agree on the overall **concept of work and methodology** with the IWRM-K Program and KIPA officials (based on the preliminary methodology provided as part of the companies' proposals).
- Review the outline of modules/topics curricula on IWRM suggested by the TNA Report and come up with the final list of **training courses/modules** (NOTES: **a**) besides the TNA, another starting point for this task will be Contractor's proposed methodology as part of the proposal; **b**) please see the explanation within Appendix A on the prioritization of modules/topics and the respective contractual implications).
- Develop the detailed **syllabuses for each of the training courses/modules**.
- Prepare the written **training material for the final agreed list of courses/modules/topics** (to be used as a resource/reference material for the ToT and future training delivery).
- Prepare a **detailed schedule of ToT including a full itinerary of the events**, learning objectives, teaching methods<sup>22</sup>, etc.
- Support the **selection of trainees** to be involved in the ToT process in consultation with KIPA and IWRM-K Program (e.g., by indicating the necessary profiles and prior knowledge requirements). The selection will be carried out through a transparent process (e.g., open call and direct invitation to already established experts/trainers).
- Deliver the **ToT** in close coordination with KIPA; measure the success of the training and evaluate the newly acquired knowledge of individual participants (e.g., through the test of knowledge which can be used to decide on the type of certificates trainees will obtain at the end, such as Certificate of Attendance or Certificate of Achievement).
- Preparing the **final report** from the implementation of the training programme, including the ToT. The final report shall also include necessary sheets for tracking of training delivery, providing such information as: name of the training, training date and venue, methodologies, target group/trainers, training evaluation results, and recommendations for next steps. Structured in such a fashion, this document is intended to be used by the certified trainers as part of future training sessions.

## **DELIVERABLES AND TIMETABLE**

<b>Deliverables</b>	<b>Tentative delivery time (months upon signing of contract)</b>
Updated concept of work and methodology (in English)	1 month
Final List of courses/modules/topics (in English)	2 months
Syllabuses for each of the Training Topics (in English and Albanian)	4 months

<sup>20</sup> The requirement of the EU Water Framework Directive which has already been incorporated into the national legal system will need to be considered especially when considering the training needs of the institutional stakeholders.

<sup>21</sup> The Contractor will be encouraged to use existing acknowledged training courses as a starting point. However, they need to be adjusted to respond to the needs of the local context (e.g., reflecting the TNA findings, including local case studies...)

<sup>22</sup> Indication on this needs to be provided already in companies' proposals

Deliverables	Tentative delivery time (months upon signing of contract)
Training Material for Training Courses (in English and Albanian)	8 months
Final report (including from the ToT) (in English)	12 months

### QUALIFICATION REQUIREMENTS

The Service Provider shall have **extensive experience of minimum 10 years** in developing and managing training programs **in the area of water resource management, environment, sustainability, or similar**. It shall have a record of **minimum 2 projects** of similar nature and degree of complexity (development and deliver training courses on water issues). Experience in water resource management projects and/or delivery of training programmes in the Southeast region is considered an asset.

The scope of work requires a **team of skilled professionals** with compatible qualifications and previous experience in similar projects. Team members will possess excellent relevant technical and language skills to successfully implement the assignment (including the Albanian language for translation of written material). For the needs of the evaluation process, IWRM-K will evaluate/score the Team Leader (Chief Water Education Expert – CWEE) and the pool of experts. The minimum qualification requirements of the CWEE include:

Team members	Qualification requirements
Chief Water Education Expert	<ul style="list-style-type: none"> <li>Advanced university degree (minimum M.Sc./MA) in water resource management related studies, preferably in integrated water resource management, environmental science, or related</li> <li>At least 8 years of experience design and implementation of water resource management training among diverse target groups (e.g., public institutions, CSOs/NGOs, educational/research institutions/students)</li> <li>Experience from at least 2 similar projects/assignments (design and implementation of training/capacity development programme on water resource management-related issues)</li> <li>Knowledge of the EU water-related directives is considered an asset.</li> <li>Experience in the Western Balkan’s water resource management approaches, practices, and customs region is considered an asset.</li> <li>Excellent written and verbal communication skills in English.</li> <li>Excellent communication, interpersonal skills, and facilitation/moderation skills.</li> </ul>

**NOTE:** In addition to the CWEE, the Contractor needs to demonstrate the ability to provide additional diverse expertise, e.g., in a form of a **pool of experts**, required to complete the tasks of the TOR<sup>23</sup>. The bidders should demonstrate how will the experts from the pool contribute to the design and delivery of the training based on the proposed methodology (including the proposed outline of the training programme/courses) (e.g., experts in hydrology, IWRM, water economics, water law, etc.). The evaluation of the CWEE, the ability of bidders to mobilize pool of experts, as well as the compatibility of the expert pool with the proposed training programme design is presented

<sup>23</sup> By providing information on their in-house relevant expertise and/or lists and/or CVs of staff which can be made available for different tasks under the TORs.

in the evaluation tables of the RFP (Annex 8). Wherever possible, the Service Providers are encouraged to join forces with regional (Southeast Europe) and local experts. While there is no strict requirement, the involvement of regional and local expertise should account to at least 30% of the planned number of expert-days. This will be considered a strong asset.

## TERMS AND CONDITIONS

- *Language*

The language of the required deliverables is indicated in the Main Outputs/Deliverables Section of these TOR. The quality of the documents is subject to review before approval. High-quality proofreading in English and Albanian is mandatory.

- *Sources of information*

The Program will make the best possible efforts to provide all relevant documentation/information to the selected Contractor. Besides, a JWE will be engaged by the IWRM-K Program to support the Contractor in: (i) data collection; (ii) technical translation and interpretation; and (iii) managing meetings and coordination with IWRM-K, MESPI, and KIPA.

- *Duration and budget of the assignment*

The maximum available time for completing the assignment is **12 months** upon signing of the contract.

The budget ceiling for this assignment is 130,000 EUR.

- *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. Besides, bidders will propose the profiles of experts needed and input to be deployed (numbers of working days).

- *Quality assurance*

The Contractor will work under the direct supervision of the Team Leader of IWRM-K, as well as IWRM-K Component Leader 2, and in close cooperation with WUS representatives, and the assigned KIPA staff. Validation of assignment deliverables will be provided through a multi-stakeholder participation process (e.g., through the Advisory Committee on Water Education).

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

All primary data, reports, and other documentation in the course of this assignment shall be made available to the Program in electronic format. The ultimate ownership of the deliverables rests within the donor (Swiss Agency for Development and Cooperation) and the Program beneficiaries. The Program has the right to use the results of the work in various publications, citing the results of work carried out, and/or asking the experts to contribute as authors/co-authors. The experts of the Contractor can use the findings of this work only with written consent by the owners.

- *Travel & Local Presence*

Representatives of the expert team are expected to travel to Kosovo as needed, especially for the training, stakeholder consultations, and other activities (to be proposed in companies' methodologies)<sup>24</sup>. All travel-related costs need to be calculated in the company's financial offers.

- *Payment schedule*

Tentatively the full contract amount can be processed in line with the following instalments which

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<sup>24</sup> Subject to COVID-19 restrictions.

can be adjusted before the signing of the contract and in line with the company's methodology<sup>25</sup>:

Instalments	Deliverables	Tentative delivery time (in months upon signing of contract)
20%	<ul style="list-style-type: none"> <li>• Updated concept of work and methodology (in English)</li> <li>• Final List of courses/modules/topics (in English)</li> <li>• Syllabuses for each of the Training Topics (in English and Albanian)</li> </ul>	4 months
40%	<ul style="list-style-type: none"> <li>• Training Material for Training Courses (in English and Albanian)</li> </ul>	8 months
40%	<ul style="list-style-type: none"> <li>• Final report (including from the ToT) (in English)</li> </ul>	12 months

<sup>25</sup> The payment schedule is for orientation purposes only. It can be adjusted during negotiations with the selected company prior to signing of contract.

## APPENDIX A: OUTLINE OF KEY FINDINGS, RECOMMENDATIONS AND TRAINING MODULES BASED ON THE TNA PROCESS

### *Key findings and recommendations:*

The results of the TNA show there is no “reference” training program on IWRM adapted to the needs of water professionals in Kosovo i.e., a program easily available and accessible to water professionals and from which they can benefit to enhance skills and knowledge according to their needs and expectations. It also suggests several topics to be organized in a modular training scheme and in the prioritized order of being launched. It gives several logistics recommendations to be as much as possible adapted to the needs and expectations of the target audience.

Capacity building of the water professionals by training them more intensively and sensitizing the senior management is essential to manage the available water resources in the best possible way, in order to enhance the water-use efficiency. Therefore, there is a need to introduce the concepts and principles of IWRM and other practically relevant thematic training for achieving the desired results of improved water resources management and increased availability of water to the larger population and meeting the present needs of the society at large.

The IWRM outline of training curricula is developed keeping in view the TNA outputs, appropriate to Kosovo water sector situations by referring to various international and regional similar training. The recommended pedagogy of training includes lecture sessions, tutorials, case study analysis, and field visits followed by group discussions.

The course will be set up in a modular manner to adapt to the variety of needs and expectations of the water professional community (young, mid, and high level) in Kosovo. The training program would be offered in modules of 2 to 5 days each, depending on the level of details to be provided (basic to advanced level). A basic level can be attended by everyone who has an interest while the advanced level by professionals whose duties are directly related to the course. The training should take place during working hours.

The training program should cover all aspects of IWRM to respond to the variety of needs of the professional water community depending on the positions and responsibilities of each person (see Table 1 below). Depending on the complexity of the topic, each topic would be covered in one or more modules. Ideally, a full set of topics would be offered, however, modules will be set-up and offered throughout various phases of the training program. The offer will start with those topics that are identified as a priority. The training program should be offered by a dedicated training institution, where trainees would follow instructors’ courses in a class and interact with him/her and each other.

The training program should be offered regularly to continuously respond to the demand of the water professional community.

**Table 1: Proposed outline of training curricula on IWRM**

Module title	Topics covered	No. of days per basic version / advanced version of the module
1. Water resources management **	<ul style="list-style-type: none"> <li>- Water Resources Challenges at the global and regional level</li> <li>- Water crisis management</li> <li>- Water Resources Systems</li> <li>- Tools for water resources management</li> <li>- Water resources management</li> <li>- Freshwater ecology</li> </ul>	3/5

Module title	Topics covered	No. of days per basic version / advanced version of the module
2. Generic program management skills and representation	<ul style="list-style-type: none"> <li>- Project proposals, application forms, methodology, and projects technical properties</li> <li>- Teamwork and awareness rising with qualitative results, project management</li> <li>- Presentation and representation</li> <li>- English courses on water vocabulary</li> </ul>	2/4
3. Watershed management	<ul style="list-style-type: none"> <li>- The Science of Watershed Processes</li> <li>- Watershed Problem Analysis</li> <li>- River basin management tools</li> <li>- River basin development and planning</li> </ul>	2/4
4. Hydrology	<ul style="list-style-type: none"> <li>- Water balance at a watershed scale</li> <li>- Surface hydrology</li> <li>- Groundwater hydrology (hydrogeology)</li> <li>- Sediment transport</li> </ul>	2/4
5. Data management	<ul style="list-style-type: none"> <li>- Data exchange, processing, and information system management</li> <li>- Water resources modelling</li> <li>- GIS, Modelling</li> <li>- Open-source software application in water resources</li> <li>- Training for the use of a variety of software: Water Cad, AutoCAD, ArchiCAD, Specific databases, Access, Excel, PANTA RHEI Software, WEAP software - Water Evaluation and Planning Software, AUTOCAD Civil 3D</li> <li>- Creation of water databases/analysis from existing ones</li> </ul>	1/3
6. Water system analysis	<ul style="list-style-type: none"> <li>- Geoprocessing applied to Water Resources Management</li> <li>- Hydro-statistics</li> <li>- Hydrological Modelling</li> </ul>	1/2
7. Hydraulic structures	<ul style="list-style-type: none"> <li>- Hydraulics</li> <li>- Dams</li> <li>- River Engineering</li> <li>- Hydroelectric power</li> <li>- River restoration</li> </ul>	1/2
8. Water and agriculture	<ul style="list-style-type: none"> <li>- Water and irrigation management at the watershed level</li> <li>- Operation of irrigation at main-distribution-system scale</li> <li>- Operation of irrigation at the on-farm scale</li> <li>- Irrigation water use efficiency at a different scale</li> <li>- Development potentials of rain-fed agriculture: implications and trade-offs at the basin scale</li> <li>- Agriculture and non-point sources (NPS) of pollution</li> </ul>	1/3
9. Water socio-economics	<ul style="list-style-type: none"> <li>- Introduction to Water Economics</li> <li>- Water Markets Economics of Water Supply</li> <li>- Water Pricing in Agriculture</li> <li>- Optimization of water allocation / demand management</li> <li>- Urban Water Pricing and Regulation</li> <li>- Social change mitigation tools</li> </ul>	2/4
10. Water law and policies	<ul style="list-style-type: none"> <li>- Basics of Water Policy and Legislations in Kosovo</li> <li>- Water Institutions and Administration in Kosovo</li> <li>- Transboundary Water Management and International Water Law</li> <li>- Focus on the EU-Water Framework Directive</li> <li>- Policies, plans, and strategy development and implementation</li> </ul>	2/4

Module title	Topics covered	No. of days per basic version / advanced version of the module
11. Water conflict transformation	<ul style="list-style-type: none"> <li>- Alternative Dispute Resolution techniques</li> <li>- Skill-building in conflict mitigation and transformation</li> <li>- Skill-building in negotiation processes</li> </ul>	2/4
12. Stakeholder inclusion, partnerships, and communication	<ul style="list-style-type: none"> <li>- Gender mainstreaming and equal participation of minorities in water-related decision-making processes</li> <li>- Central/local authorities communication and coordination in the field of water</li> <li>- Public-Private Partnerships interests and challenges in the field of water</li> <li>- Awareness raising and communication with water users</li> </ul>	2/4
13. Water supply	<ul style="list-style-type: none"> <li>- Water catchment</li> <li>- Drinking water quality</li> <li>- Water treatment</li> <li>- Water distribution</li> </ul>	1/3
14. Sanitation and public health	<ul style="list-style-type: none"> <li>- Public health</li> <li>- Environmental aspects of wastewater</li> <li>- Wastewater composition and quantity</li> <li>- Drainage</li> <li>- Wastewater treatment</li> <li>- Water quality monitoring</li> <li>- Development and use of water assessment indicators</li> </ul>	2/4
15. Flood management, water scarcity and drought**	<ul style="list-style-type: none"> <li>- Flood Management System</li> <li>- Flood Detection Systems</li> <li>- Flood and flood warning thresholds</li> <li>- Flood forecasting</li> <li>- Flood warning dissemination</li> <li>- Flood risk analysis</li> <li>- Flood mitigation and adaptation strategies</li> <li>- Understanding Scarcity and Drought</li> <li>- Coping with water scarcity- various strategies</li> <li>- Coping with droughts strategies</li> </ul>	2/4
16. Climate change adaptation**	<ul style="list-style-type: none"> <li>- The climate change system and the hydrological cycle</li> <li>- Impacts of climate change on society</li> <li>- Dealing with uncertainty</li> <li>- Adaptation</li> </ul>	1/3

**Important notes:** The table provides a full list of modules/topics based on the findings of the TNA process. **Module 2 is not part of the contract and hence the companies should not include its development/delivery in the respective proposals.** Modules 1, 3-12 and 15-16 are the highest priority and it is for these modules the bidders need to provide detailed methodologies and financial offer. The remaining two modules (13, 14) might be considered for preparation in the next stage of the overall knowledge-building process. The companies may provide a brief explanation of these modules as part of their methodology as well. However, the final decision on their development/delivery will be made later and will be subject to contract amendment (also based on the selected Contractor's performance).

## 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 risk 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>26</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 requests for clarification during the Proposal evaluation</b>	

<sup>26</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:

If JV/Consortium/Association, to be completed by each partner.

### 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 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)	Educational	Total-experience/experience in relevant projects (years)	Other
1.		1. 2. 3.			

## Financial Standing

<b>Annual Turnover for the last 2 years</b>	Year 2019	EUR
	Year 2020	EUR

Financial information (in EUR)	Historic information for the last 2 years		
	Year 2019	Year 2020	
	<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 04/2021** 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 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> (from Table 2)	
<b>Other Costs</b> (from Table 3)	
<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**

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

Payment is deliverables based

## Annex 7: Joint Venture/Consortium/Association Information Form

<b>Name of Bidder:</b> [Insert Name of Bidder]	<b>Date:</b> Select date
<b>RFP reference:</b> [Insert RFP Title]	

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b> (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

Letter of intent to form a joint venture      OR       JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to IWRM-K for the fulfilment of the provisions of the Contract.

Name of partner: \_\_\_\_\_  
 Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

## 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. 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	200					
2.	Proposed methodology and approach	250					
3.	Personnel (qualifications and experience)	250					
<b>Total:</b>		<b>700</b>					

		YES/NO for minimum requirements	
<b>Section 1. Bidder's qualification, capacity, and experience</b>			
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 20
1.2	Demonstrated ability to mobilize additional diverse expertise (e.g., in a form of a pool of experts) that will be required to complete the tasks of these TOR. <i>To demonstrate the ability the bidder is required to submit a detailed list of projects with elaboration on the background and the number of experts/list of expertise involved in those.</i>		Max 30
1.3	Minimum 10 years in developing and managing training programs in the area of water resource management, environment, sustainability, or similar	Max 60	Max 42 points for 10 years Max 52 points for 15 to 19 years Max 60 points for 20 years and more
1.4	Record of minimum 2 projects of similar nature and degree of complexity (development and deliver training courses on water issues)	Max 60	Max 42 points for 2 projects Max 52 points for 3 to 5 projects Max 60 points for 6 projects and more
1.5	Experience in water resource management projects and/or delivery of training programmes in the Southeast region (SEE)		Max 20
1.6	Experience in water resource management projects and/or delivery of training programmes in the Kosovo.		Max 10
<b>Total Section 1:</b>			<b>200</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? Does the proposer understand the task and the project environment?	60
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	60
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	30

2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	30
2.6	Details on how the pool of experts will contribute to the design and delivery of the training based on the proposed methodology	30
<b>Total Section 2:</b>		<b>250</b>

<b>Section 3. Management Structure and Key Personnel</b>				
<b>3.1</b>		<b>YES/NO for minimum requirements</b>	<b>Score</b>	<b>Max obtainable points</b>
<b>Chief Water Education Expert</b>				
	Minimum M.Sc./MA in water resource management related studies, preferably in integrated water resource management, environmental science, or related		Max 49 points for MSc	70
			Max 70 points for PhD	
	At least 8 years of experience design and implementation of water resource management training among diverse target groups (e.g., public institutions, CSOs/NGOs, educational/research institutions/students)		Max 49 points for 8 years	70
			Max 60 points for 9 to 16 years	
			Max 70 points for 17 years or more	
	Experience from at least 2 similar projects/assignments (design and implementation of training/capacity development programme on water resource management-related issues)		Max 49 points for 2 projects	70
			Max 60 points for 2 to 10 projects	
			Max 70 points for 11 and more projects	
	Knowledge of the EU water-related directives.		Max 20 points	20
	Experience in the Western Balkan's water resource management approaches, practices, and customs region.		Max 20 points	20
			<b>Max points:</b>	<b>250</b>
			<b>Total Part 3:</b>	<b>250</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 with the highest aggregate score based on the technical and financial proposal. The remaining financial proposals of Offeror's 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.