



Integrated Water Resources
Management in Kosovo

INTEGRATED WATER RESOURCES MANAGEMENT IN KOSOVO (IWRM-K) – PHASE 2

May 2024 – April 2029

Feasibility Study for Wastewater Management Approaches for Kosovo Communities Outside Existing and Planned Centralized Systems

Request for Proposal: 2026-002

27 January 2026



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



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

SKAT Partners for Impact



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).

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Acronyms/Abbreviations

CET	Central European Time
CV	Curriculum Vitae
CW	Constructed Wetland
EAA	Environment Agency Austria
EU WFD	European Union Water Framework Directive
GIS	Geographical Information System
GoK	Government of Kosovo
GTC	General Terms and Conditions
HMIK	Hydrometeorological Institute of Kosovo
IWRM	Integrated Water Resource Management
IWRM-K	Integrated Water Resource Management in Kosovo
MBBR	Moving Bed Biofilm Reactor
MESPI	Ministry of Environment, Spatial Planning and Infrastructure
PE	Population Equivalent
PoM	Programme of Measures
RBDA	River Basin District Authority
RBMPs	River Basin Management Plans
RFP	Request for Proposal
SHUKOS	Water and Wastewater Association of Kosovo
RWC	Regional Water Company
SBR	Sequencing Batch Reactor
SDC	Swiss Agency for Development and Cooperation
TOR	Terms of References
UWWTD	Urban Wastewater Treatment Directive
VAT	Value Added Tax
WSRA	Water Services Regulatory Authority

1. INVITATION FORM

Integrated Water Resources Management in Kosovo (IWRM-K) Program	DATE: January 27, 2026
	REFERENCE: RFP 2026-002 for Feasibility Study for Waste-water Management Approaches for Kosovo Communities Outside Existing and Planned Centralized Systems

Dear Sir / Madam:

The “Integrated Water Resources Management in Kosovo” Program¹ (hereinafter the Program or IWRM-K) kindly invites you to submit your Proposal² in EUR (VAT excluded) for the RFP 2026-002 for Feasibility Study for Wastewater Management Approaches for Kosovo Communities Outside Existing and Planned Centralized Systems. **The Proposal must be submitted electronically on or before 14:30 CET on 02.03.2026** to the following dedicated email: tender@skat.ch

Please use the following e-mail subject: RFP 2026-002 for Feasibility Study for Wastewater Management Approaches for Kosovo Communities Outside Existing and Planned Centralized Systems

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

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 pertains.

Password for Financial OFFER SHALL be provided to IWRM-K only upon conclusion of the deadline and if/when 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

¹ 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 the 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.

does not accept the final price based on the 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 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 overall objective of this assignment is to prepare a national-level feasibility study and master plan for wastewater management in Kosovo communities that will remain outside the coverage of existing or planned centralized wastewater treatment systems.</p> <p>The study will:</p> <ul style="list-style-type: none"> Provide a strategic framework to guide future investments in decentralized and small-scale wastewater management solutions Support the achievement of EU WFD environmental objectives through improved water quality and reduced point-source pollution, and Strengthen national capacities for sustainable wastewater management, including institutional, technical, and economic dimensions. <p>The outputs of the assignment will serve as a decision-making and investment-planning tool for the relevant authorities, linking directly to RBMPs and their PoMs.</p> <p>Following the delineation of wastewater management zones/service areas, the study will apply an additional prioritization filter, giving precedence to those areas where wastewater collection systems already exist, are partially developed, or are supported by a realistic prospect of financing in the near-to-medium term. Service areas without existing collection infrastructure or without credible funding pathways will still be assessed; however, they will be categorized as medium- or long-term opportunities, with recommended actions to build institutional, technical, and financial readiness.</p>																
2	List and Description of Expected Outputs to be Delivered	<table border="1" data-bbox="590 1100 1428 1864"> <thead> <tr> <th>No.</th><th>Deliverable</th><th>Indicative Content / Purpose</th><th>Timing</th></tr> </thead> <tbody> <tr> <td>1</td><td>Inception Report</td><td>Updated methodology, detailed work plan, stakeholder engagement plan, data needs and sources, collaboration arrangements with MESPI, RBDA, and academia.</td><td>Month 1</td></tr> <tr> <td>2</td><td>Baseline and Diagnostic Report</td><td>Comprehensive assessment of the current wastewater management situation; mapping of existing and planned WWTPs; analysis of sustainability issues in small systems; identification of wastewater management zones/service areas and pressures on priority water bodies.</td><td>Month 3</td></tr> <tr> <td>3</td><td>Site and Technology Options and Feasibility Report</td><td>Comparative evaluation of alternative site options and treatment technologies (SBR, MBBR, constructed wetlands, physico-chemical and similar), including technical, environmental, financial, social and institutional feasibility; recommendations tailored to settlement typologies organized by the service area of Kosovo's RWCs.</td><td>Month 5</td></tr> </tbody> </table>	No.	Deliverable	Indicative Content / Purpose	Timing	1	Inception Report	Updated methodology, detailed work plan, stakeholder engagement plan, data needs and sources, collaboration arrangements with MESPI, RBDA, and academia.	Month 1	2	Baseline and Diagnostic Report	Comprehensive assessment of the current wastewater management situation; mapping of existing and planned WWTPs; analysis of sustainability issues in small systems; identification of wastewater management zones/service areas and pressures on priority water bodies.	Month 3	3	Site and Technology Options and Feasibility Report	Comparative evaluation of alternative site options and treatment technologies (SBR, MBBR, constructed wetlands, physico-chemical and similar), including technical, environmental, financial, social and institutional feasibility; recommendations tailored to settlement typologies organized by the service area of Kosovo's RWCs.	Month 5
No.	Deliverable	Indicative Content / Purpose	Timing															
1	Inception Report	Updated methodology, detailed work plan, stakeholder engagement plan, data needs and sources, collaboration arrangements with MESPI, RBDA, and academia.	Month 1															
2	Baseline and Diagnostic Report	Comprehensive assessment of the current wastewater management situation; mapping of existing and planned WWTPs; analysis of sustainability issues in small systems; identification of wastewater management zones/service areas and pressures on priority water bodies.	Month 3															
3	Site and Technology Options and Feasibility Report	Comparative evaluation of alternative site options and treatment technologies (SBR, MBBR, constructed wetlands, physico-chemical and similar), including technical, environmental, financial, social and institutional feasibility; recommendations tailored to settlement typologies organized by the service area of Kosovo's RWCs.	Month 5															

	4	Economic and Financial Assessment	Lifecycle cost analyses; investment and O&M cost estimates; tariff and cost-recovery analysis; recommendations for financing mechanisms and incentives.	Month 6
	5	Prioritization and Investment Plan	Multi-criteria analysis ranking potential systems; phased investment programme with short-, medium-, and long-term priorities; identification of bankable projects and potential funding sources.	Month 8
	6	Institutional and Capacity Development Report	Summary of stakeholder consultations and capacity-building activities; assessment of institutional readiness; proposals for institutional / O&M models and training roadmap for municipalities and utilities.	Month 9
	7	Draft Feasibility Study / Master Plan	Draft consolidated report integrating all analytical components, maps, and investment priorities	Month 10
	8	Final Feasibility Study / Master Plan	Consolidated final report integrating all analytical components, maps, and investment priorities; validated through stakeholder workshop; final version reflecting comments of MESPI, RBDA, IWRM-K, and donors.	Month 12
	9	Terms of Reference for Design Services	ToR templates for detailed design of priority WWTPs and sewerage systems, aligned with Kosovo procurement and environmental permitting requirements.	Month 12
	10	GIS Database and Decision Support Tools	Spatial database (service areas, WWTP sites, technology selection maps); Excel-based tools for MCA scoring and cost estimation; linked to RBMP datasets.	Month 12
	11	Knowledge and Academic Collaboration Outputs	At least two guest lectures delivered at a Kosovo university; involvement of students/researchers in fieldwork; data-sharing protocol and joint summary paper (short technical note).	Throughout (to be proposed in the bidder's methodology)
	12	Progress Reports and Final Completion Report	Short narrative reports at agreed milestones summarizing progress, stakeholder activities, and challenges; final completion report outlining lessons learned and replication potential.	Quarterly / Final / Month 12
3	Frequency of Reporting and Progress Reporting Requirements	As proposed in the company's methodology and agreed with IWRM-K prior to contract signing		
4	Location of work	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> At Contractor's location and across Kosovo (Pristina and priority communities/municipalities involved in the study)		

5	Expected duration of work	12 months from the signing of the contract		
6	Target start date	01 April 2026		
7	Estimated completion date	31 March 2027		
8	Language of the Proposal	English		
9	Pre-proposal conference	Not Applicable		
10	Travels Expected	Representatives of the expert team are expected to travel to Kosovo as needed (details to be proposed in the Service Provider's methodology). All travel-related costs need to be calculated and included in the financial offer.		
11	Implementation Schedule indicating breakdown and timing of activities/sub-activities	<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		
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 checked="" type="checkbox"/> Euro		
14	Value Added Tax on Price Proposal⁴	<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	Bid Security	Will not be applied		
16	Liquidated Damages	Will be applied at the rate of 3.33 % of the price of the contract per month of delay, for up to 10% or 3 months, upon which the contract will be considered for termination.		
17	Performance Security	Not required		
18	Financial Standing	Not Required		
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 Proposal 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		
21	Tentative Payment Terms⁵	Milestone / Deliverable	Timing (Month)	Payment (% of contract value)
		1. Inception Report	1	10%

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

⁵ 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 EUR 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.

		2. Baseline and Diagnostic Report	3	15%
		3. Site Selection and Technology Options and Feasibility Report	5	15%
		4. Economic and Financial Assessment	6	10%
		5. Prioritization and Investment Plan	8	15%
		6. Institutional and Capacity-Development Report	9	10%
		7. Draft Feasibility Study / Master Plan	10	10%
		8. Final Feasibility Study / Master Plan, ToR for Design Services, and GIS Database	12	15%
22	Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Other Type of 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 General 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 the Firm 200 <input checked="" type="checkbox"/> Methodology, its Appropriateness to the Condition and Timeliness of the Implementation Plan 300 <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 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 Providers, depending on the following factors:		
26	Contract General Terms and Conditions ⁶	Terms and Conditions for contracts (services)		
27	Annexes to this RFP ⁷	<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 <input checked="" type="checkbox"/> Annex 8: Evaluation Criteria <input checked="" type="checkbox"/> Annex 9: Terms and Conditions		
28	Contact for Inquiries	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		

⁶ 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.

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

	(written inquiries sent by email only)⁸	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/projects/integrated-water-resources-management-in-kosovo-iwrm-k-program-phase-2)
31	Documents to be submitted:	<ul style="list-style-type: none"> <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 <input checked="" type="checkbox"/> CVs of proposed experts for the assignment, as per the qualification requirements in the ToR <input checked="" type="checkbox"/> Annex 6: Financial Proposal Submission Form <input checked="" type="checkbox"/> Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards, and citations received by the Bidder, if any <input checked="" type="checkbox"/> Annex 7 (if appropriate): Joint Venture / Consortium / Association Information Form [JOINT VENTURE/CONSORTIUM IS ALLOWED IN THIS PROCUREMENT CASE]⁹. 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 requirements regarding the minimum years of experience of the bidder needs to be met at least by the Lead Partner in the JV/Consortium/Association.
32	Other:	Maximum budget for this assignment is EUR 215,000 . The IWRM-K holds the right to eliminate offers exceeding the maximum available budget for this contract.

⁸ 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, the IWRM-K shall have no obligation to respond nor can the IWRM-K confirm that the query was received.

⁹ 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

Feasibility Study for Wastewater Management Approaches for Kosovo Communities Outside Existing and Planned Centralized Systems

1. Background

Kosovo faces persistent **challenges in managing domestic wastewater, particularly in small and medium-sized settlements** that lie outside the scope of existing and planned centralized wastewater treatment systems. Despite significant investments in recent years, including the commissioning of large-scale treatment plants in Peja (2021), Prizren (2020), Gjakova (2022), and Skenderaj (2012), and several small-scale systems such as in Junik, Harilaq, Mramor, and Banjë e Pejës, the overall wastewater treatment coverage in the country remains below 20% of the population. The majority of rural and peri-urban communities continue to discharge untreated wastewater directly into rivers and streams, posing a serious risk to public health and contributing to the degradation of aquatic ecosystems.

Kosovo's four main river basins – **Drini i Bardhë, Ibër, Lepenc, and Morava e Binçës** – exhibit water quality problems directly linked to the lack of wastewater collection and treatment infrastructure. The **River Basin Management Plans (RBMPs)** and their corresponding **Programmes of Measures (PoMs)** identify untreated wastewater discharges as one of the most critical pressures undermining the achievement of the **EU Water Framework Directive (WFD)** objective of “good ecological status” of water bodies. Addressing this issue requires a coordinated, long-term strategy that integrates technical, environmental, social, and economic considerations.

The Government of Kosovo, through the **Ministry of Environment, Spatial Planning and Infrastructure (MESPI)**, is gradually aligning national wastewater management practices with the requirements of the **EU Urban Wastewater Treatment Directive (UWWTD)**, including its forthcoming recast which emphasizes **energy efficiency, circularity, and water reuse**. However, many municipalities, and **Regional Water Companies (RWCs)** lack the capacity and investment frameworks to implement sustainable wastewater management solutions. Past experiences have shown that smaller-scale treatment systems often face challenges related to operation and maintenance (O&M), inadequate institutional responsibilities, lack of cost recovery mechanisms, and poor adaptation of technologies to local conditions.

In this context, and within the framework of the **Integrated Water Resources Management in Kosovo (IWRM-K) Program**, financed by the **Swiss Agency for Development and Cooperation (SDC)**, and the **Government of Kosovo (GoK)**, and implemented by **Skat Consulting Ltd.** in partnership with **MESPI**, a feasibility study will be carried out to provide a strategic foundation for scaling up sustainable wastewater management in Kosovo. The study will serve as a **national master plan¹⁰ for decentralized and small-scale wastewater treatment**, complementing existing and planned centralized infrastructure. It will provide a clear evidence base, technical and economic feasibility assessments, and investment prioritization to guide future interventions.

A recent survey conducted by the IWRM-K Program among municipalities and RWCs indicated that 95% of respondents support the development of such a feasibility study and master plan, and over 90% expressed readiness to engage by providing data and participating in consultations and capacity-building initiatives. This reflects strong institutional demand and confirms the study's relevance in addressing wastewater management challenges in a meaningful and sustainable way.

¹⁰ The time validity of the study/master plan will be defined following the analytical phase, in line with the level of maturity of the wastewater management systems under consideration. Proposed measures may be grouped into short-, medium-, and long-term actions based on system readiness and the likelihood of securing funding. Bidders may propose alternative structuring approaches in their methodologies, which can be refined at later stages of the study development.

Recognizing that sustainable wastewater management requires not only sound technical and financial solutions but also institutional ownership and local capacity, the study will be implemented through an **inclusive and collaborative process**. It will engage key national and local stakeholders – including MESPI, river basin authorities, municipalities, RWCs¹¹, and Water Services Regulatory Authority (WSRA) – at critical stages of the process to validate findings and co-develop recommendations. The assignment will also include capacity development components targeting the relevant institutions, helping strengthen skills in feasibility assessment, technology selection, and lifecycle cost analysis.

Furthermore, the study will actively **involve the academic and research community**, notably through collaboration with the relevant faculties and the (planned) water institutes and the University of Prishtina. This collaboration will (tentatively) include joint fieldwork, guest lectures, participation of students and researchers in data collection and analysis, and open sharing of data and study outputs to build a long-term knowledge base for sustainable wastewater management in Kosovo¹².

The study will be closely linked to the RBMPs and PoMs, and will focus on:

- Identifying **settlements, their potential groupings, and wastewater management zones** not covered by current and anticipated centralized systems
- Evaluating **technological options** suitable for different local conditions, including **conventional, nature-based, and physical-chemical systems**
- Assessing **institutional, financial, and regulatory frameworks** for sustainable operation
- Proposing a **prioritization and investment plan**, aligned with national strategies and EU standards
- Providing **bankability insights** to support municipalities and national authorities in attracting donor and government co-financing.

The findings and recommendations of the study will support Kosovo in adopting an integrated, sustainable, and circular approach to wastewater management, ensuring that future investments are both technically sound and economically viable, while addressing the root causes behind the limited sustainability of previous systems.

2. Objectives and Scope of Work

2.1 Overall Objective

The overall objective of this assignment is to prepare a **national-level feasibility study and master plan** for wastewater management in Kosovo communities that will remain outside the coverage of existing or planned centralized wastewater treatment systems.

The study will:

- Provide a **strategic framework** to guide future investments in decentralized and small-scale wastewater management solutions
- Support the achievement of **EU WFD** environmental objectives through improved water quality and reduced point-source pollution, and
- Strengthen national capacities for sustainable wastewater management, including institutional, technical, and economic dimensions.

The outputs of the assignment will serve as a **decision-making and investment-planning tool** for the relevant authorities, linking directly to RBMPs and their PoMs.

¹¹ Including through its association – SHUKOS.

¹² Bidders shall propose the most appropriate approach as part of their offers.

2.2 Specific Objectives

The study will pursue the following specific objectives:

1. **Diagnostic and Situation Analysis:** Get acquainted with the current status of wastewater management in Kosovo, identify gaps in infrastructure coverage, institutional arrangements, and O&M performance, and analyse reasons for the limited sustainability of existing small-scale systems¹³.
2. **Delineation of Wastewater Management Zones/Service Areas¹⁴ and Site Identification:** Define wastewater management zones/service areas and potential WWTP locations based on demographic, geographic, hydrological, and environmental criteria.
3. **Technology Options and Feasibility:** Evaluate and recommend suitable wastewater treatment technologies – conventional (e.g., SBR¹⁵, MBBR¹⁶), nature-based (constructed wetlands¹⁷), and physical-chemical¹⁸ – matched to different site conditions and settlement typologies, considering full-life-cycle costs, sludge management, and circular-economy opportunities. The selection shall also take into account relevant social and cultural feasibility aspects, including equity, inclusiveness, acceptability, and local traditions.
4. **Economic and Financial Assessment:** Conduct a comparative cost analysis, including investment and O&M requirements, and propose tariff/charge adjustments for sustainable system operation.
5. **Prioritization and Investment Planning:** Rank and prioritize potential wastewater systems¹⁹ using, for example, through a multi-criteria analysis (MCA) integrating technical, environmental, social, and financial criteria, and identify bankable projects and funding opportunities.
6. **Institutional and Capacity Development:** Recommend institutional capacity development pathway for sustainable operation and maintenance (O&M), and propose targeted capacity-building measures for MESPI, RBDA, municipalities, utilities, and the WSRA to enable effective implementation of the study and master plan recommendations and ensure the long-term sustainability of newly established systems.
7. **Knowledge and Research Collaboration:** Facilitate cooperation between wastewater management authorities and academic and research institutions (e.g., Water Institutes, the University of Prishtina) to promote research-based learning, data sharing, and student participation in fieldwork and analytical activities.

2.3 Scope of Work

The study will focus on wastewater management solutions for domestic (household) users and appropriate small-scale industrial operators²⁰, with the objective of identifying technically feasible, financially sustainable, and environmentally compliant treatment approaches for communities outside the scope of the existing/planned larger scale systems. While the core analysis centres on small settlements, the study will not impose an upper limit on the size of connected settlements that may result from grouping

¹³ Based on review of existing documentation, targeted field visits, and meetings with key stakeholders.

¹⁴ For the purposes of this study, “wastewater management zones” or “service areas” refer to spatially defined areas comprising one or more neighbouring settlements that can be served by a common wastewater collection and/or treatment solution. These zones are identified based on technical, environmental, economic, and institutional considerations (such as settlement size, proximity, topography, infrastructure availability, environmental sensitivity, and operational arrangements) and are used for planning and feasibility assessment purposes, without prejudice to formal legal or regulatory classifications.

¹⁵ For example: <https://en.klaro.eu/wastewater-treatment-plant/sbr-verfahren>

¹⁶ For example: <https://www.veoliawatertechnologies.com/en/solutions/technologies/anoxkaldnes-mbbr>

¹⁷ For example: <https://www.iridra.eu/en/>

¹⁸ For example: <https://bluecon.nl/>

¹⁹ To be organized by the service areas of the RWCs.

²⁰ Those that are permitted to be connected to the wastewater management system, either directly or after appropriate pre-treatment.

nearby settlements where shared collection and treatment infrastructure represents a more efficient, cost-effective, or sustainable solution. In such cases, the study will examine opportunities for multi-settlement or clustered wastewater systems based on factors including terrain, access, land availability, projected loads, costs, environmental impact, and institutional arrangements for joint service provision and operation²¹. The **scope will exclude major urban centres and any settlements that are already connected, are planned, or can be feasibly connected, to large-scale centralized wastewater treatment plants** under existing or pipeline capital investment programs. This approach ensures complementarity with ongoing government and donor-supported infrastructure initiatives and directs planning efforts toward areas where gaps are most significant²².

Following the delineation of wastewater management zones/service areas, the study will apply an additional prioritization filter, giving **precedence to those areas where wastewater collection systems already exist, are partially developed, or are supported by a realistic prospect of financing in the near-to-medium term**. Service areas without existing collection infrastructure or without credible funding pathways will still be assessed; however, they will be categorized as medium- or long-term opportunities, with recommended actions to build institutional, technical, and financial readiness.

More specifically, the assignment will include, but not be limited to, the following main tasks:

Task 1: Baseline Assessment and Diagnostic Analysis

- Review and consolidate available data, reports, and spatial information on existing and planned wastewater collection and treatment systems, including centralized WWTPs and small-scale installations.
- Get familiar with the practice of the implementation of national regulations, policies, and plans²³ concerning wastewater collection and treatment.
- Systematize key drivers behind system underperformance and sustainability gaps, focusing on institutional, technical, and financial causes in order to facilitate structured stocktaking and the application of lessons learned to the design of new systems.
- Consider available and facilitate the compilation of relevant georeferenced baseline databases of settlements, population equivalent (PE), existing wastewater collection networks, and receiving water bodies. In doing so, collaborate closely with the RWCs through a hands-on, learning-by-doing approach that results in strengthened local capacities.
- Review all relevant documentation produced under the IWRM-K Program (e.g., RBMPs, pollution mapping outputs, and the ongoing process of agglomeration delineation led by the Environment Agency Austria) to ensure full alignment and complementarity of the study with existing and planned activities.

Task 2: Delineation of Wastewater Management Zones/Service Areas and Site Identification

- In close cooperation with RWCs, and in coordination with MESPI/RBDA, WSRA and relevant municipalities, identify wastewater management zones/service areas where decentralized treatment approaches are technically and socially feasible, financially sustainable, and environmentally compliant.

²¹ *The selection of communities to be targeted under this study shall be clearly elaborated in the bidder's proposed methodology, demonstrating how legal requirements are addressed, coverage gaps are minimized, and pollution reduction effects are maximized. This should take into account grouping possibilities, the objectives and priorities set out in RBMPs, as well as other relevant criteria.*

²² *In defining the approach, the Contractor shall consider current and anticipated EU-based priorities on community size, as well as RBMP pressure and risk assessments evaluating the impacts of domestic wastewater on the ecological status of water bodies.*

²³ *Special emphasis will be placed on the RBMPs, which provide important data and management priorities relevant to the study.*

- Identify and evaluate potential WWTP locations using multi-criteria parameters such as land availability, proximity to settlements, prevailing wind direction, flood risk, accessibility, and potential for gravity-based conveyance.
- Coordinate with Program's RBMP team to ensure alignment with PoM priorities and ecological-status improvement targets.

Task 3: Technology Options and Feasibility Analysis

- Evaluate a range of technologies (conventional, NbS, contemporary physical-chemical²⁴) for different settlement sizes, site conditions, and national treatment requirements and prepare a technology catalogue describing the advantages and limitations of the options considered. The catalogue shall include, but not be limited to, treatment performance, capital and operating costs, operational complexity, human resource requirements, and sludge, and effluent management, disposal and reuse aspects.
- Train relevant stakeholders on how to reapply the evaluation and selection model²⁵ in the future, enabling them to respond to rapidly evolving wastewater treatment technologies and to prioritize investments over time while avoiding the application of outdated solutions.

Task 4: Economic and Financial Assessment

- Estimate capital and O&M costs and perform lifecycle economic analysis for the selected priority systems.
- Conduct cost-effectiveness and affordability analyses of selected priority systems, with particular focus on those with the highest funding potential.
- Recommend tariff and cost-recovery mechanisms, including potential adjustments to existing water and wastewater tariffs to ensure sustainability.
- Analyse potential funding and co-financing sources (e.g., government, SDC, EU IPA, other IFIs active in Kosovo).

Task 5: Prioritization and Investment Planning

- Apply a **multi-criteria analysis (MCA)**, and/or other prioritization methods to rank proposed wastewater management systems by priority and bankability, taking into account technical feasibility, environmental benefits, social acceptance, and financial viability.
- Prepare a phased investment plan indicating short-, medium-, and long-term priorities and estimated financing needs.

Task 6: Institutional, Stakeholder Engagement and Capacity Development

- Engage key stakeholders (MESPI, RBDA, municipalities, RWCs, WSRA, SHUKOS, donors) at inception, mid-term validation, and final consultation workshops.
- Develop and implement a capacity-building component, including training modules and on-the-job mentoring on feasibility analysis, technology selection, and O&M planning.
- Establish partnerships with academia/research centres for collaborative research, guest lectures, data exchange, and student involvement in field surveys and analyses.
- Document stakeholder consultations and training activities in progress reports.

²⁴ Focusing on emerging technologies that do not include a biological treatment stage.

²⁵ Any models or decision-support tools developed under this assignment shall be made available to key stakeholders and accompanied by targeted training to support their future application.

Task 7: Preparations for Follow-Up Detailed Design Documentation

- Prepare draft Terms of Reference for detailed engineering designs²⁶ and tender documentation for at least four (4) priority projects identified in the investment plan.
- Provide guidance to stakeholders on subsequent project preparation and funding applications.

3. Expected Outputs and Deliverables

The Contractor is expected to deliver a comprehensive set of technical, analytical, and capacity-building outputs that will together provide a strategic and actionable basis for scaling up sustainable wastewater management across Kosovo. All deliverables shall be submitted in **English** and **Albanian**, in both **editable (Word/Excel/GIS)** and **PDF** formats, and accompanied by **summary briefs** suitable for dissemination to stakeholders.

3.1. Main Deliverables

No.	Deliverable	Indicative Content / Purpose	Timing
1	Inception Report²⁷	Updated methodology, detailed work plan, stakeholder engagement plan, data needs and sources, collaboration arrangements with MESPI, RBDA, and academia.	Month 1
2	Baseline and Diagnostic Report	Comprehensive assessment of the current wastewater management situation; mapping of existing and planned WWTPs; analysis of sustainability issues in small systems; identification of wastewater management zones/service areas and pressures on priority water bodies.	Month 3
3	Site and Technology Options and Feasibility Report	Comparative evaluation of alternative site options and treatment technologies (SBR, MBBR, constructed wetlands, physico-chemical and similar), including technical, environmental, financial, social and institutional feasibility; recommendations tailored to settlement typologies organized by the service area of Kosovo's RWCs.	Month 5
4	Economic and Financial Assessment	Lifecycle cost analyses; investment and O&M cost estimates; tariff and cost-recovery analysis; recommendations for financing mechanisms and incentives.	Month 6
5	Prioritization and Investment Plan	Multi-criteria analysis ranking potential systems; phased investment programme with short-, medium-, and long-term priorities; identification of bankable projects and potential funding sources.	Month 8
6	Institutional and Capacity Development Report	Summary of stakeholder consultations and capacity-building activities; assessment of institutional readiness; proposals for institutional/O&M models and training roadmap for municipalities and utilities.	Month 9
7	Draft Feasibility Study / Master Plan	Draft consolidated report integrating all analytical components, maps, and investment priorities	Month 10

²⁶ The ToR will be used by IWRM-K and/or the competent authorities to engage design companies for the preparation of detailed design documentation for the construction of the highest-priority systems identified in the feasibility study and master plan.

²⁷ To be approved by the Program and key stakeholders before proceeding with the subsequent methodological steps.

No.	Deliverable	Indicative Content / Purpose	Timing
8	Final Feasibility Study / Master Plan	Consolidated final report integrating all analytical components, maps, and investment priorities; validated through stakeholder workshop; final version reflecting comments of MESPI, RBDA, IWRM-K, and donors.	Month 12
9	Terms of Reference for Design Services	ToR templates for detailed design of priority WWTPs and sewerage systems, aligned with Kosovo procurement and environmental permitting requirements.	Month 12
10	GIS Database and Decision Support Tools	Spatial database (service areas, WWTP sites, technology selection maps); Excel-based tools for MCA scoring and cost estimation; linked to RBMP datasets.	Month 12
11	Knowledge and Academic Collaboration Outputs	At least two guest lectures delivered at a Kosovo university; involvement of students/researchers in fieldwork; data-sharing protocol and joint summary paper (short technical note).	Throughout (to be proposed in the bidder's methodology)
12	Progress Reports and Final Completion Report	Short narrative reports at agreed milestones summarizing progress, stakeholder activities, and challenges; final completion report outlining lessons learned and replication potential.	Quarterly / Final / Month 12

3.2. Quality Assurance and Review

- All reports and outputs shall undergo **technical review** by MESPI and the IWRM-K Program Team, and when necessary, by independent experts engaged by the Program.
- The Contractor must respond to comments and integrate agreed revisions within 10 working days.
- Deliverables will only be considered accepted upon formal written approval by the IWRM-K.

4. Methodology and Implementation Arrangements

4.1 Methodology

Bidders shall propose a **comprehensive methodology** for carrying out the assignment, demonstrating a clear understanding of the objectives, tasks, and expected results outlined in this ToR. The proposed approach should:

- Present the analytical framework and methods for data collection, stakeholder engagement, technology assessment, and economic/financial evaluation
- Explain the approach for identifying service areas, selecting potential WWTP sites and technologies, and prioritization approaches.
- Define how the work will be aligned with **RBMPs** and their **PoMs**
- Describe how collaboration with **MESPI, RBDA, municipalities, utilities, WSRA, and academic institutions** will be structured throughout the process
- Specify how the study will integrate **capacity-development** and **knowledge-transfer** elements, and
- Outline the use of digital tools, GIS mapping, and data-management systems to ensure interoperability with existing and relevant databases.

The detailed methodology proposed in the offer will form the basis for evaluation of the bids. Upon contract award, the selected Contractor will **further refine and finalize** the methodology in close consultation with the IWRM-K Project Team and MESPI during the inception phase.

4.2. Implementation Arrangements

- The Contractor will work under the overall supervision of the assigned **IWRM-K Senior Adviser** in coordination with **RBDA, RWCs, SHUKOS, WSRA, municipalities, and academia**.
- Day-to-day coordination will be ensured through regular progress meetings and joint review sessions.
- The Contractor will maintain active communication with key stakeholders, including municipalities, water utilities, donors, and academia, ensuring participatory validation of key findings and recommendations.
- The Contractor shall ensure that the team composition remains consistent with the qualifications and workload distribution proposed in the offer, unless changes are formally approved by the IWRM-K.
- All reports, databases, and supporting documentation produced under this assignment shall be submitted in editable digital format and will become the property of MESPI and the IWRM-K.

5. Qualification Requirements

The assignment requires an **interdisciplinary team** combining technical, economic, environmental, institutional, and social expertise in wastewater management. The Contractor shall ensure the participation of qualified professionals with proven experience in feasibility studies, wastewater treatment design, economic and financial analysis, and institutional capacity development.

The proposed team members must demonstrate both **international best-practice knowledge** and a **strong understanding of the Western Balkan / Kosovo context**. All experts shall have excellent written and spoken English skills; knowledge of Albanian or Serbian will be considered an asset.

5.1. Company Qualifications and Organizational Capacity

The Bidder shall demonstrate adequate organizational capacity, technical competence, and experience to successfully deliver the assignment. In particular, the Bidder shall provide clear evidence of the following:

- **Organizational profile and capacity**, including a description of the company's structure, management arrangements, and internal quality assurance mechanisms relevant to the implementation of complex feasibility and planning assignments. The proposal shall also demonstrate the Bidder's ability to mobilize and coordinate a multidisciplinary team of experts²⁸ and manage input across technical, economic, institutional, and stakeholder engagement dimensions.
- A minimum of **eight (8) years of professional experience** in one or more of the following fields: (i) water resources management; (ii) wastewater management; (iii) environmental infrastructure development and implementation; and/or other areas directly relevant to the scope of this assignment.
- A proven track record of at least **four (4) comparable projects** of similar nature and complexity, such as feasibility studies or strategic planning assignments for environmental infrastructure projects (e.g., wastewater treatment systems, water resources management systems, including reservoirs, irrigation schemes, or comparable interventions). For each project, the Bidder shall indicate the client, duration, scope of services, and the Bidder's role.
- Demonstrated experience in at least **one (1) project** involving the **feasibility assessment and/or detailed design** of centralized and/or decentralized wastewater management solutions, with clear relevance to small or medium-sized settlements or clustered service areas.

²⁸ A higher level of involvement of local experts and support staff will be considered an asset during the evaluation.

5.2. Key Areas of Expertise and Qualification Requirements

No.	Expertise / Role	Qualification Requirements	Estimated / Provisional Workload (expert-days) ²⁹
1	Team Leader / Senior Wastewater Management Expert	<ul style="list-style-type: none"> Advanced university degree (MSc or higher) in Environmental or Civil Engineering, Water Resources Management, Wastewater Management or related field. Minimum 10 years of professional experience in water and/or wastewater management. Experience in conventional and/or decentralized wastewater solutions in the capacity of key expert, team leader or another key position (at least 2 projects). Proven leadership in managing multi-disciplinary teams and stakeholder coordination (at least 2 projects). 	60
2	Wastewater Treatment Process Expert	<ul style="list-style-type: none"> Advanced university degree (MSc or higher) in Wastewater treatment, Civil, Environmental, Chemical, Process or Mechanical Engineering, Microbiology or similar. Minimum 8 years of experience in design and/or assessment of wastewater treatment processes (e.g., SBR, MBBR, CWs, physico-chemical systems). Record of at least 2 projects involving treatment technology selection or design. 	95
3	Hydraulic / Sewerage Network Engineer	<ul style="list-style-type: none"> University Degree in Civil or Hydraulic Engineering; advanced degree an asset. At least 8 years of experience in hydraulic modelling and sewerage / drainage design. Experience with sewerage network design in capacity of hydraulic engineer (at least 2 projects). 	55
4	Environmental Economist / Financial Analyst	<ul style="list-style-type: none"> University Degree in Economics, Environmental Economics, Engineering or Finance; advanced degree an asset. Minimum 8 years of experience in cost-benefit analysis, MCA, tariff modelling, and financial feasibility of environmental infrastructure. Experience from at least 2 projects including lifecycle costing, cost-effectiveness analysis, cost-benefit analysis or bankability assessment. 	50
5	Social and Stakeholder Engagement Expert	<ul style="list-style-type: none"> University degree in Social Sciences, Sociology, Anthropology, Environmental Governance, Public Policy, Development Studies, or another relevant discipline. At least 8 years of professional experience in stakeholder engagement, social feasibility assessments, participatory planning processes, or social impact analysis, preferably related to infrastructure, environmental, or water-sector projects. Proven track record of at least 2 relevant assignments involving community engagement, social and cultural feasibility assessment, or stakeholder mobilization for environmental or infrastructure projects. 	20

²⁹ To be revised based on bidder's proposed methodology and approach.

5.3. Additional Notes

- The **Team Leader** will act as the primary point of contact, responsible for coordination, quality control, and timely delivery.
- The Contractor must include other **specialists** (e.g., Environment/Nature-based Solution Specialist, GIS and Data Management, Capacity Development / Stakeholder Engagement, Institutional / Policy Expert, Sludge Management, Reuse, Energy Efficiency) as needed to complement the team (e.g., in a form of a pool of experts).
- The Contractor shall indicate the **lead expert per area of expertise** and provide concise **CVs and project references** demonstrating relevance to the assignment.
- Proposed experts must be available for the full duration of the assignment; replacement of key experts shall be subject to prior written approval by the IWRM-K.
- Considering the extensive stakeholder engagement, training, and reporting requirements in Albanian, the Contractor shall ensure the **participation of an adequate number of qualified local experts** (in both key and non-key positions) and **necessary support staff**. The composition and roles of these local team members shall be clearly described in the proposal and will be subject to evaluation and scoring during the selection process.

6. Duration, Reporting, and Payment Schedule

6.1 Duration of the Assignment

The total duration of the assignment is **12 months** from the date of contract signature. This timeframe covers inception, field and analytical work, stakeholder consultations, academic collaboration, validation workshops, and final reporting.

6.2 Reporting and Coordination

- The Contractor will report to the assigned **IWRM-K's Senior Adviser** and work in coordination with **RBDA, RWCs, municipalities, SHUKOS**, and the other key stakeholders.
- The Contractor will participate in regular coordination meetings convened by the IWRM-K (monthly or as required) and present progress reports summarizing activities, emerging findings, and any issues affecting implementation.
- Draft versions of all major deliverables shall be shared with the IWRM-K and MESPI for review before finalization.
- All data, reports, and other outputs produced under this contract will become the property of MESPI and the IWRM-K Program.
- The Contractor is responsible for maintaining consistent communication with project stakeholders, ensuring alignment with RBMP processes and the IWRM-K monitoring framework.

6.3 Payment Schedule

Payments will be made in instalments upon acceptance of key deliverables by MESPI and IWRM-K, according to the following indicative schedule³⁰:

Milestone / Deliverable	Timing (Month)	Payment (% of contract value)
1. Inception Report	1	10%
2. Baseline and Diagnostic Report	3	15%
3. Site Selection and Technology Options and Feasibility Report	5	15%

³⁰ The payment schedule is indicative and will be finalized prior to the signing of the contract with the selected Service Provider.

Milestone / Deliverable	Timing (Month)	Payment (% of contract value)
4. Economic and Financial Assessment	6	10%
5. Prioritization and Investment Plan	8	15%
6. Institutional and Capacity-Development Report	9	10%
7. Draft Feasibility Study / Master Plan	10	10%
8. Final Feasibility Study / Master Plan, ToR for Design Services, and GIS Database	12	15%

Final payment will be released only after formal acceptance of all deliverables and submission of the **Final Completion Report** and all data and documentation in editable digital format.

7. Legal, Language, and Administrative Provisions

7.1 Language

All reports, documentation, and correspondence related to this assignment shall be prepared and submitted in **English**. Final deliverables must also be translated into **Albanian**, ensuring that both language versions are of equal technical quality. Translation and proofreading costs should be included in the Contractor's financial offer.

7.2 Legal and Regulatory Compliance

- The Contractor shall ensure that all analyses, recommendations, and deliverables conform to the **relevant legislation of the Republic of Kosovo** and the applicable **EU environmental and wastewater management directives** (particularly the Urban Wastewater Treatment Directive, Water Framework Directive, and related circular economy policies).
- All data collection and processing shall comply with relevant **data-protection and confidentiality standards**.
- Any proprietary software or models used in the assignment must be properly licensed.

7.3 Ownership of Outputs

All primary data, databases, maps, analytical tools, reports, and other outputs produced under this assignment will remain the **property of relevant authorities** and the **IWRM-K Program**. The Contractor shall not use, reproduce, or distribute any part of the deliverables without prior written.

7.4 Administrative Provisions

- All correspondence and deliverables shall be submitted electronically unless otherwise requested.
- Any travel required for fieldwork, stakeholder meetings, or consultations within Kosovo shall be planned and budgeted by the Contractor.
- Costs for events (e.g., workshops, training sessions) will be shared between the Contractor and the Program. The Contractor shall cover the participation costs of its own team members, while the Program will cover the costs associated with stakeholder participation, including venue rental, meals, travel, and related expenses.
- The Contractor shall be responsible for ensuring occupational health and safety for its staff during field activities.
- The IWRM-K Program and MESPI reserve the right to review, comment, and approve all deliverables before authorizing payments.

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 password protected Financial Proposal.

We hereby declare that our firm, its affiliates or subsidiaries or employees, 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

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 Certification³¹ (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	

³¹ 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]		

Previous Relevant Experience for Company

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)	Education	Total-experience/experience in relevant projects (years)	Other
1.		1. 2. 3.			
2.		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;
- 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 ToR)	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<p><i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i></p> <p>[Insert]</p>
Professional certifications	<p><i>[Provide details of professional certifications relevant to the scope of goods and/or services]</i></p> <ul style="list-style-type: none"> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment Record/ Experience	<p><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></p> <p>[Insert]</p>
References	<p><i>[Provide names, addresses, phone and email contact information for two (2) references]</i></p> <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 2025-003 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our password protected Financial Proposal.

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 separately (password protected) 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 (from Table 2)	
Total Amount of Financial Proposal	

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

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

Table 3: Breakdown of Price per Deliverable/Activity

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

Payment is deliverables based

Annex 7: Joint Venture/Consortium/Association Information Form

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

Name of leading partner (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 fulfillment of the provisions of the Contract.

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

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				
		A	B	C	D	E
1. Expertise of organization	200					
2. Proposed methodology and approach	300					
3. Personnel (qualifications and experience)	200					
Total:	700					

YES/NO for minimum requirements			
Section 1. Bidder's qualification, capacity, and experience			
1.1	Company profile and evidence of capacity/organization capability, including the quality of the proposed pool of experts (see Annex 5, Format of Technical Proposal (SECTION 1: Bidder's qualification, capacity, and expertise))	Max 40	Max 20 points for good capacity for the assignment
			Max 30 points for very good capacity for the assignment
			Max 40 points for excellent capacity for the assignment
1.2	A minimum of eight (8) years of professional experience in one or more of the following fields: (i) water resources management; (ii) wastewater management; (iii) environmental infrastructure development and implementation; and/or other areas directly relevant to the scope of this assignment.	Max 50	Max 30 points for 8 years
			Max 40 points for 9 to 12 years
			Max 50 points for 13 years and more
1.3	At least four (4) comparable projects of similar nature and complexity, such as feasibility studies or strategic planning assignments for environmental infrastructure projects (e.g., wastewater treatment systems, water resources management systems, including reservoirs, irrigation schemes, or comparable interventions).	Max 50	Max 30 points for 4 projects
			Max 40 points for 5 to 8 projects
			Max 50 points for 9 projects and more
1.4	At least one (1) project involving the feasibility assessment and/or detailed design of centralized and/or decentralized wastewater management solutions, with clear relevance to small or medium-sized settlements or clustered service areas.	Max 60	Max 40 points for 1 project
			Max 50 points for 2 to 5 projects
			Max 60 points for 6 projects and more
Total Section 1:			200

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?		50
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference		50
2.3	Details on how the different service elements shall be organized, controlled, and delivered		50
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		40
2.6	Details on how multi-stakeholder involvement and capacity development will be organized (e.g., MESPI, RWCs, municipalities, WSRA, academia/research institutions)		40
2.7	Details on how local expertise and facilitation support will be mobilized and used to ensure effective delivery, taking into account local cultural, linguistic, political, and other contextual specifics		30
Total Section 2:			300

Section 3. Management Structure and Key Personnel			
3.1 Team Leader / Senior Wastewater Management Expert			
	YES/NO for minimum requirements	Score	Max obtainable points
Advanced university degree (MSc or higher) in Environmental or Civil Engineering, Water Resources Management, Wastewater Management or related field		Max 8 points for MSc Max 10 points for PhD	10
Minimum 10 years of professional experience in water and/or wastewater management		Max 12 points for 10 years Max 15 points for 11 or more years	15
Experience in conventional and/or decentralized wastewater solutions in the capacity of key expert, team leader or another key position (at least 2 projects)		Max 10 points for 2 projects Max 20 points for 3 or more projects	20
Proven leadership in managing multi-disciplinary teams and stakeholder coordination (at least 2 projects)		Max 10 points for 2 projects Max 15 points for 3 or more projects	15
Max points or 3.1:			60
3.2 Wastewater Treatment Process Expert			
Advanced university degree (MSc or higher) in Wastewater treatment, Civil, Environmental, Chemical, Process or Mechanical Engineering, Microbiology or similar		Max 8 points for M.Sc. Max 10 points for PhD	10
Minimum 8 years of experience in design and/or assessment of wastewater treatment processes (e.g., SBR, MBBR, CWs, physico-chemical systems)		Max 15 points for 8 years Max 20 points for 9 or more years	20
Record of at least 2 projects involving treatment technology selection or design		Max 15 points for 2 projects Max 20 points for 3 or more projects	20
Max points or 3.2:			50
3.3 Hydraulic / Sewerage Network Engineer			
University Degree in Civil or Hydraulic Engineering; advanced degree an asset.		Max 7 points for university degree	10

		Max 10 points for M.Sc. or higher		
At least 8 years of experience in hydraulic modelling and sewerage / drainage design.		Max 7 points for 10 years	10	
		Max 10 points for 11 or more years		
Experience with sewerage network design in capacity of hydraulic engineer (at least 2 projects).		Max 8 points for 2 projects	10	
		Max 10 points for 3 or more		
Max points or 3.3:			30	
3.4 Environmental Economist / Financial Analyst				
University Degree in Economics, Environmental Economics, Engineering or Finance; advanced degree an asset.		Max 7 points for university degree	10	
		Max 10 points for M.Sc. or higher		
Minimum 8 years of experience in cost-benefit analysis, MCA, tariff modelling, and financial feasibility of environmental infrastructure.		Max 7 points for 8 years	10	
		Max 10 points for 9 or more years		
Experience from at least 2 projects including lifecycle costing, cost-effectiveness analysis, cost-benefit analysis or bankability assessment.		Max 10 points for 2 projects	15	
		Max 15 points for 3 or more		
Max points or 3.4:			35	
3.5. Social and Stakeholder Engagement Expert				
University degree in Social Sciences, Sociology, Anthropology, Environmental Governance, Public Policy, Development Studies, or another relevant discipline		Max 5 points for B.Sc.	8	
		Max 8 points for M.Sc. or higher		
At least 8 years of professional experience in stakeholder engagement, social feasibility assessments, participatory planning processes, or social impact analysis, preferably related to infrastructure, environmental, or water-sector projects		Max 6 points for 8 years	9	
		Max 9 points for 9 years or more		
Proven track record of at least 2 relevant assignments involving community engagement, social and cultural feasibility assessment, or stakeholder mobilization for environmental or infrastructure projects		Max 6 points for 3 assignments	8	
		Max 8 points for 4 projects or more		
Max points or 3.5:			25	
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 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.