Groundwater management, use and protection programme
BECAUSE IT'S IMPORTANT!

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Agency for Development and Cooperation SDC

Republic of North Macedonia
Ministry of Environment and Physical Planning

Republic of North Macedonia
Ministry of agriculture, forestry and water economy

Terms of Reference for Consultancy services for Development of PhD and Master's Programmes in Water Resource Management

Programme title:	Groundwater Management, Use and Protection Programme (GWP)
Position title:	International expert
Budget line code:	T121.A Develop curricula for interdisciplinary academic, vocational and lifelong learning courses on (ground)water management.
Type of contract	Contract for Services
Duty Station:	Skopje, North Macedonia / Remote
Duration of assignment:	Up to 40 working days
Start date:	02 March 2026
Application deadline	16 February 2026

A. BACKGROUND

The Swiss-funded ***Groundwater Management, Use and Protection Programme (GWP)*** aims at supporting North Macedonia in establishing a sustainable long-term, multi-level, and systematic groundwater management that enables collaborative, effective, and more transparent use of the groundwater resources.

The GWP stakeholders/partners include institutions at central governmental level, research and academia as well as local institutions (e.g. municipalities, public utilities), civil society organisations and the private sector. The **consortium of Skat Consulting and PointPro Consulting** has been mandated by the **Swiss Embassy** in the Republic of North Macedonia to implement Phase 1 of the GWP from Jan 2024 – Dec 2027. Two additional subsequent phases may follow subject to successful implementation of the Programme's first phase and fulfilment of the overall commitment of its main national partners.

Skat Consulting Ltd. Is an owner-operated leading Swiss company specialising in international cooperation and is dedicated to making available basic services and ensuring dignified living conditions and a healthy environment for all. Skat Consulting supports governments, the private sector and civil society around the globe in improving people's lives by facilitating lasting solutions in water, building, energy and governance.

PointPro Consulting d.o.o. is a leading management consulting company based in Skopje since 2006 incorporating two business areas: (a) Infrastructure and Sustainable Development and (b) Management Consulting and Corporate Finance.

To facilitate the implementation of the Programme, on a day-to-day basis, a so-called **Programme Facilitation Unit** (PFU) will be hosted together by the Skat Consulting Branch in Skopje and PointPro Consulting. The PFU is responsible for direct implementation of activities.

The Swiss-funded ***Groundwater Management, Use and Protection Programme (GWP)*** aims to build long-lasting groundwater governance capacities at national and local levels so that North Macedonia can take appropriate and effective actions to sustainably manage its groundwater resources to achieve its social and economic development goals while avoiding irreversible degradation of its aquifer systems.

B. STRATEGIC APPROACH

Phase 1 is designed to establish the basis for a long-term transformation of groundwater (GW) management. The expected results of Phase 1 (2024- 2027) include (a) strengthening the competencies of key institutions and stakeholders for integrated and sustainable groundwater management; (b) harmonizing and consolidating the legal framework; (c) updating the draft Vardar River Basin Management Plan; and (d) implementing pilot projects with farmers, public utilities, the private sector and municipalities.

One of the main shortcomings of the existing system in North Macedonia is the lack of skilled water professionals which is rooted in an unattractive education and training offer, and low employment opportunities in the sector. The output aims to create a modern thematic education-internship-employment (EIE) ecosystem with smart opportunities for existing and new students and young professionals. The development of a sustainable EIE ecosystem will be one of the main objectives of the Ad-hoc Group on Education and Awareness, in which academic, VET and LLL institutions will work closely with public authorities, the private sector and industry to shape and implement attractive education and employment opportunities. The EIE system initially aims at already graduated students enrolling in postgraduate (specialised) degree programmes and already working professionals continuing/extending their education by enrolling in lifelong learning (LLL) courses on groundwater management. In a second stage, the EIE system will target prospective students enrolling in the specific BSc and MEng programmes. One of the major components of the EIE system are scholarship schemes for students and professionals supported by the government, agencies, and private companies, as well as internships in public and private organisations in the sector. The final element of the EIE system is attractive employment opportunities for young groundwater professionals in companies that have supported them in their studies and training.

The complex of problems described above requires a transformation of the North Macedonia's groundwater governance system with a series of long-term action steps to achieve the vision of the Programme. *The vision is that North Macedonia has taken appropriate and effective actions to sustainably manage its groundwater resources in order to reach its social and economic development goals while avoiding irreversible degradation of its priority aquifer systems*. One of many further specific ambitions of the vision is: To provide adequate capacity for all stakeholders involved in groundwater management to carry out the key tasks of resource and quality monitoring, implement appropriate protection measures and promote demand management.

To achieve this specific goal, the programme aims to:

- Develop 1 doctoral, 1 VET, 2 LLL and 1 Masters' courses, and
- Create a modern thematic education-internship-employment (EIE) ecosystem with smart opportunities for existing and new students and young professionals.

To support above mentioned goals, the GWP Programme is **Looking for an experienced International Expert for the Development of new PhD and Master's Programmes in Water Resource Management**.

C. SCOPE OF WORK

Under the overall guidance of the Groundwater Management, Use and Protection Programme (GWP) and in coordination with Ss. Cyril and Methodius University (UKIM) - Faculty of Civil Engineering Skopje and Goce Delchev University (UGD) - Faculty of Natural and Technical Sciences, the contractor will support the full design and accreditation process of new PhD and Master's programmes in Water Resource Management. The assignment is structured into three interlinked tasks, each contributing to the successful development and institutionalisation of the programmes within the national higher education system.
The contractor shall begin by developing a comprehensive Needs Assessment and Strategic Planning Report that evaluates the current institutional capacities of both partner universities, identifies compliance gaps with accreditation standards, and analyses labour market needs through active engagement with stakeholders such as the Chambers of Economy, relevant ministries, and potential employers. This report will also assess opportunities for international cooperation to enhance the programmes` profiles and sustainability.

Building upon the needs assessment, the contractor will facilitate the definition of key programme design elements, including the official title, the structure and duration of the programmes (1-year/60 ECTS or 2-year/120 ECTS, and 3-year/180 ECTS), and the modality of cooperation between the two universities. This includes agreements on course development responsibilities, degree issuance models, supervision arrangements, and joint quality assurance mechanisms.
In close collaboration with academic staff, the contractor will then facilitate the development of a comprehensive draft curriculum package, detailing the course structure by semester, course descriptions, learning outcomes, ECTS credit allocation, and alignment with national qualification frameworks and Bologna standards. The curriculum will integrate interdisciplinary content and practical components such as fieldwork, internships, and applied research to ensure its relevance and quality.

Under the leadership of the Team Leader and Outcome Manager, and the overall guidance by the Groundwater Management, Use and Protection Programme (GWP), and in cooperation with the consortium, the entity will be responsible for carrying out the following tasks:

Task 1: Needs Assessment and Strategic Planning Report.
As a foundational activity for the establishment and accreditation of a new PhD and master's programmes in Water Resource Management, the contractor shall be responsible for designing and delivering a comprehensive Needs Assessment and Strategic Planning Report[1]. This task represents a critical first step in aligning academic ambitions with institutional capabilities, national accreditation requirements, and labour market demands.
The report shall be developed through a collaborative process involving Ss. Cyril and Methodius University (UKIM) - Faculty of Civil Engineering Skopje and Goce Delchev University (UGD) - Faculty of Natural and Technical Sciences, ensuring institutional ownership and alignment from the outset. The contractor will act as facilitator, coordinator, and technical lead, guiding the universities through a structured self-assessment and strategic planning exercise.
The report shall contain the following key components:

1. Institutional Capacity Assessment
The contractor shall conduct a thorough evaluation of the current institutional landscape across both universities, with specific focus on:

- **Human resources,** including the availability and qualification of academic staff in relevant disciplines**.**
- **Infrastructure,** such as classrooms, laboratories, IT equipment, library resources, and student support services**.**
- **Administrative and operational capacities,** including quality assurance mechanisms, student enrolment systems, and inter-institutional coordination protocols.
- **Existing programmes offerings** related to environmental sciences, engineering, hydrology, public policy, or similar fields that can serve as a basis or complement the proposed PhD and master's programmes.

2. Gap Analysis
Building upon the capacity assessment, the contractor will lead a structured gap analysis to identify discrepancies between current institutional capabilities and the formal criteria set by the national accreditation authorities for academic programmes. The gap analysis will:

- Benchmark current academic offerings, human resources, infrastructure, and institutional procedures against national accreditation standards for MSc and PhD programmes.
- Identify gaps and deficiencies in curriculum design, teaching and research staff qualifications, laboratory and IT infrastructure, governance arrangements, quality assurance mechanisms, and relevant institutional policies.

[1] The GWP will provide to the contractor the relevant reports produced in the inception phase.

- Propose concrete, prioritized actions and/or investments required to address identified gaps, including indicative timelines and responsibilities.

3. Comparative EU Benchmarking Component

In addition to the national accreditation focus, the gap analysis shall include a dedicated comparative assessment of the local academic offering in relation to current standards and practices in selected EU countries, particularly in the design and delivery of MSc and PhD programmes. This component will:

- Assess differences between local programmes and EU-based programmes in terms of:
  - Teaching and learning approaches (e.g. purely technical vs. managerial, interdisciplinary, or policy-oriented models);
  - Balance between theory, applied research, innovation, and practical skills;
  - Structure and content of modern MSc and PhD curricula, including emerging technical, digital, governance, and cross-cutting courses commonly offered in EU institutions.
- Identify key gaps in alignment with EU academic practices and expectations, with specific reference to Bologna Process principles, research integration, and labour-market relevance.
- Provide recommendations for bridging these gaps, indicating whether improvements should be addressed through curriculum redesign, new course development, staff capacity building, partnerships with EU institutions, or other feasible measures.

4. Stakeholder and Labour Market Analysis

To ensure that the future PhD and master's programmes are demand-driven and relevant to the national context, the contractor will undertake a stakeholder and labour market analysis. This component will:

- Identify and engage key stakeholders, including:
  - The Chambers of Economy in North Macedonia.
  - Relevant ministries and public institutions (e.g., environment, agriculture, education, energy);
  - Employers and private sector actors in the water, environmental, and spatial planning sectors.
  - Academic staff, students, alumni, and professional associations.
- Map potential student pools, including young professionals, civil servants, recent graduates, and practitioners seeking specialization in water resource management.
- Gather qualitative and quantitative data on market demand, required competencies, and career prospects for graduates.
- Identify opportunities for internships, applied research collaboration, and employment for programme graduates.
- Analyse from a broad perspective the educational offerings available in the Balkan Region countries (North Macedonia, Greece, Bulgaria, Serbia, Albania, Montenegro, Bosnia and Hercegovina, Croatia, Slovenia, Romania, Türkiye) to minimize overlaps with competing programmes and find the best fit between market needs in the water & environment space, GWP program objectives, and the identified capacity of implementing Universities.

Engagement methods may include interviews, focus groups, online surveys, and stakeholder roundtables. The contractor will synthesise these insights into actionable recommendations to guide curriculum development and strategic positioning.

5. Strategic Positioning and Internationalisation Options

To enhance the profile and sustainability of the programmes, the contractor shall explore possibilities for international partnerships and added value. In particular, the potential involvement of an international academic institution—such as the University of Neuchâtel (Switzerland)—shall be considered as part of the strategic planning exercise.
The contractor will assess:

- Possible roles of international partners (e.g., joint curriculum development, guest lectures, academic exchange, research collaboration);
- The benefits and risks associated with internationalisation (e.g., added academic quality, cost implications, administrative complexity);
- Mechanisms for formalising such cooperation within the framework of the programmes.
- Where appropriate, preliminary communication with identified international partners may be facilitated by the contractor to gauge interest and scope potential collaboration.

The contractor shall compile the findings, analyses, and recommendations into a final Needs Assessment and Strategic Planning Report, structured in a clear, evidence-based, and actionable format. The final report shall be submitted to the GWP Programme and partner universities and presented at a joint coordination meeting. The report will serve as a key input for subsequent phases, including curriculum design and accreditation application.

Task 2: Coordination on Key Programmes` Design Elements

This task aims to formalize the academic and institutional framework for the new PhD and master's programmes in Water Resource Management, and involves close collaboration with the Groundwater Management, Use and Protection Programme (GWP) team and both partner universities—Ss. Cyril and Methodius University (UKIM) - Faculty of Civil Engineering Skopje and Goce Delchev University (UGD) - Faculty of Natural and Technical Sciences—to shape the essential characteristics of the programmes in a way that is academically sound, administratively feasible, and aligned with national and international standards.
The contractor will serve as a facilitator of dialogue, ensuring an inclusive and consensus-driven decision-making process among all key stakeholders. Through dedicated working sessions, consultations, and written inputs, the contractor shall guide the stakeholders in addressing and finalising the following core components:

1. Official Title of the PhD`s and master's Programmes

The contractor shall coordinate a process to define the official name of the programmes, ensuring that the titles:

- Clearly communicates the programmes` focus and academic field.
- Reflects the multidisciplinary nature of water resource management (e.g., integration of environmental science, policy, GIS, engineering);
- Aligns with the nomenclature used in the national higher education system and the European Higher Education Area (EHEA);
- Has relevance and appeal in both domestic and international academic and professional contexts.
- Serves as a recognizable credential for students entering the labour market or pursuing further academic qualifications.

The contractor will propose a shortlist of title options based on findings from the Needs Assessment Report and stakeholder consultations, and facilitate a structured decision-making process to select the final title.

2. Programmes` Duration and ECTS Structure

The contractor shall lead discussions on the programmes` duration and credit allocation, with the objective of defining whether:

- The Master’s programme will be structured as
- A 1-year Master’s programme (60 ECTS), targeting working professionals and specialised learners seeking fast-track qualifications; or

- A 2-year Master's programme (120 ECTS), offering a more comprehensive academic experience, including advanced theoretical training, applied research, and a thesis component.
- And the PhD and programme will be structured as a 3-year Doctoral Programme (180 ECTS) designed to provide an advanced research-oriented academic experience, emphasizing independent scientific inquiry, methodological rigor, and innovative contribution to knowledge. The programme integrates advanced theoretical coursework, interdisciplinary research seminars, and a doctoral dissertation that demonstrates original scientific results relevant to the field of water resources and environmental governance

The decision shall be informed by:

- Accreditation standards and guidelines issued by the relevant authorities in North Macedonia.
- Bologna process principles, including comparability and compatibility with European PhD and Master's degrees.
- Labour market expectations, particularly regarding the depth of training needed for professional employability.
- Institutional capacities and faculty availability within both partner universities.
- Target audience profiles, including students' expected time commitment, mobility, and career goals.

The contractor will prepare a comparative assessment of the Master`s programme options, and PhD, including implications for curriculum design, staffing, and institutional coordination, to support a well-informed and documented decision.

3. Cooperation Modality Between Partner Universities

One of the central objectives of this task is to define the operational model of cooperation between UKIM - Faculty of Civil Engineering Skopje and UGD - Faculty of Natural and Technical Sciences. The contractor will facilitate the negotiation and formalisation of inter-university cooperation arrangements, addressing the following dimensions:

- Division of responsibilities:
  - Course/module development and content ownership.
  - Teaching and delivery responsibilities.
  - Administrative and logistical support.
- Degree issuance model:
  - Options for joint degrees, with a single diploma issued by both institutions.
  - Dual degrees, with separate diplomas issued by each university.
  - Accreditation implications for each model.
- Academic supervision and evaluation:
  - Shared or institution-specific approaches to thesis supervision, research project evaluation, and defence procedures.
  - Harmonised assessment standards and quality control mechanisms.
- Administrative and quality assurance coordination:
  - Coordination of enrolment procedures, student records, and academic calendars.
  - Joint governance structures (e.g., programmes` board, quality committee).
  - Mechanisms for conflict resolution and continuous programmes improvement.

The contractor shall synthesise best practices from similar bi-institutional programmes and ensure alignment with national legal and regulatory requirements.

Task 3: Development of a Comprehensive Curriculum Package

Following the completion of the Needs Assessment and Strategic Planning Report, and upon agreement on the key programme design elements, in accordance with the GWP Programme and in coordination with the management of Ss. Cyril and Methodius University - Faculty of

Civil Engineering Skopje and the Goce Delchev University (UGD) - Faculty of Natural and Technical Sciences the contractor shall carry out Task 3: Development of a Comprehensive Curriculum Package for the proposed PhD and Master's programmes in Water Resource Management. This task represents a central academic deliverable, laying the groundwork for programmes` accreditation and eventual implementation.
Working in close collaboration with designated academic staff from the Ss. Cyril and Methodius University - Faculty of Civil Engineering Skopje and the Goce Delchev University (UGD) - Faculty of Natural and Technical Sciences, the contractor will lead the curriculum design process in full alignment with the national standards for higher education accreditation in North Macedonia, as well as the Bologna Process framework. The aim is to create a high-quality, modern, and practice-oriented academic programmes that addresses identified labour market needs and strategic national priorities.

1. Structured Curriculum Plan
The contractor shall develop a detailed curriculum structure, organised by semester, and covering both core (compulsory) and elective courses. The curriculum will:

- Ensure a logical progression of learning, from foundational knowledge to advanced and specialised competencies.
- Cover all thematic areas essential to integrated water resource management, including but not limited to: hydrology, GIS and remote sensing, environmental policy, water law, engineering, and data analysis.
- Reflect a balance between academic rigor and applied relevance.
- Integrate cross-cutting themes such as climate change, sustainability, and digitalisation.

2. Course Descriptions
For each course or module, the contractor shall prepare a comprehensive course descriptor, including:

- Course title and code.
- Semester placement and type (compulsory/elective);
- Course objectives, highlighting the knowledge and skills to be acquired.
- Intended learning outcomes, defined in line with national qualification descriptors and the European Qualifications Framework (EQF).
- Teaching and learning methods, specifying whether the course will be delivered through lectures, seminars, practical sessions, group work, or online formats.
- Assessment methods and criteria, including exams, assignments, presentations, fieldwork reports, or research papers.
- Indicative reading list and key reference materials.

3. Credit Allocation (ECTS)
All courses will be assigned European Credit Transfer and Accumulation System (ECTS) credits, in accordance with student workload estimates and national accreditation rules. The credit distribution will ensure that:

- The total workload aligns with the agreed programmes` duration (either 60, 120 or 180 ECTS);
- Each course/module includes a clear breakdown of contact hours, independent study, and assessment activities.
- The programmes allows for credit recognition and transfer, enabling student mobility and alignment with European standards.

4. Programmes` Learning Outcomes and Alignment Matrix
To ensure transparency, quality assurance, and accreditation readiness, the contractor shall prepare a matrix aligning the programmes' overall learning outcomes with:

- The National Qualifications Framework (NQF) in North Macedonia.
- The accreditation criteria and standards set by the national quality assurance agency.

- The European Qualifications Framework (EQF**)** and Bologna principles.

D. MAIN OUTPUTS/DELIVERABLES

Deliverables	Timeframe (months upon signing of contract)
1. Report on, Needs Assessment and Strategic Planning Report, including: Institutional capacity assessment. Gap analysis against accreditation requirements. Stakeholder and labour market analysis, Strategic recommendations and internationalisation options.	3 months
2. Report on the development of a fully developed and quality-assured Comprehensive Curriculum Package, including a structured semester-based curriculum with defined core and elective courses; detailed course descriptions specifying objectives, learning outcomes, methods, and key references; ECTS credit allocation aligned with national and Bologna standards	3 months

E. QUALIFICATION REQUIREMENTS

The assignment shall be carried out by an **International Expert** with extensive experience in higher education curriculum design and programme accreditation within the European Higher Education Area (EHEA). The expert must meet the following criteria:

1. Academic Background
- Advanced university degree (Master's or PhD) in **Environmental Sciences, Water Resource Management, Environmental Engineering, Public Policy, or related disciplines**.
- Additional specialization or certification in **Higher Education Curriculum Development, Accreditation, or Quality Assurance** will be considered an asset.

2. General Professional Experience
- Minimum **7 years of relevant professional experience** in higher education, and/or **university programme design and/or curriculum development and/or accreditation** aligned with Bologna and EHEA standards.

3. Specific Professional Experience (evaluated by number of relevant assignments)
- Proven track record in developing or accrediting **Master's-level and/or PhD programmes** in **water management, environmental engineering, or sustainability-related fields**.
- Demonstrated experience in **applying the Bologna Process**, **ECTS credit systems**, and **alignment with EQF/NQF frameworks**.
- Experience in **multi-institutional academic cooperation**, including joint or dual-degree programmes and international partnerships.
- Prior engagement in **internationally funded education or capacity-building projects** (e.g., EU, SDC, UNESCO, World Bank, or similar) is desirable.

4. Knowledge and Skills
- Comprehensive knowledge of **higher education accreditation systems**, **quality assurance mechanisms**, and **programme validation procedures** in Europe or the Western Balkans.
- Strong analytical and writing skills, with the ability to produce **high-quality, structured academic documentation**.
- Proven ability to conduct **needs assessments, gap analyses**, and **strategic institutional planning** for higher education programmes.
- Capacity to design **practice-oriented and interdisciplinary curricula** integrating environmental, policy, and technical dimensions.

- Excellent facilitation and communication skills for engaging with diverse academic and institutional stakeholders.

5. Language and Communication

- Excellent command of **English (written and spoken)**.
- Proven ability to prepare publication-ready documents in professional academic English.

6. Other Requirements

- Availability for **short-term travel to North Macedonia** as required by the assignment.
- Commitment to **timely delivery of deliverables** in close coordination with the **GWP Programme Team**, **Outcome Manager**, and partner universities.

F. EVALUATION PROCEDURE

The cumulative method will be applied in the evaluation of the applications. The contract will be awarded to the candidate achieving the highest cumulative score from the technical and financial parts of the proposal. The technical part accounts for 70% of the total score and the financial proposal will account for 30% of the total evaluation score. Only candidates obtaining a minimum of 49 points (70%) in the technical evaluation shall be considered for the financial evaluation. For the financial evaluation, the offer with the lowest price will be awarded the maximum of 30 points. The remaining offers will be scored proportionally based on their price relative to the lowest offer.

Minimum Criteria	**Fulfilled**
Minimum master's degree in relevant field	Yes/No
More than 7 years of professional experience	Yes/No
Record of developing or accrediting Master's-level programmes in water management, environmental engineering, or sustainability-related fields	Yes/No
Experience in applying the Bologna Process, ECTS credit systems, and alignment with EQF/NQF frameworks	Yes/No
Experience in multi-institutional academic cooperation, including joint or dual-degree programmes and international partnerships	Yes/No
Technical Criteria	**Maximum points**
Master = 8 PhD = 12	12
General Professional Experience Year of relevant professional experience • 7 - 10 years = 20 points • 11 - 15 years = 22 points • >16 years = 26 points	26
Specific Professional Experience Number of relevant professional assignments • 1 assignment = 21 points • 2 - 4 assignment = 26 points • more than 4 assignment = 32 points	32
Maximum total points:	**70**

F. TERMS AND CONDITIONS

- Language

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

- Duration of the assignment

Maximum available time for completing the assignment is 6 months upon signing of the contract.

- Travel

Representatives of the Contractor are expected to travel for the needs of the required research, partaking in meetings and other needs. All travel related costs need to be included in entity's offers.

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

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

- Payment schedule

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

G. APPLICATION PROCEDURE

Interested offerors are invited to submit the following documents (in pdf format):

- Brief description of the approach to work and timeline
- Offeror's letter pertaining the expert confirmation of availability.
- Financial proposal in the form of a lumpsum of all-inclusive cost in EUR.
- Most updated CV with focus on required qualification as well as the details of relevant professional experience.
- At least three favourable reference letters

to the following address:

Skat Consulting Ltd. St. Gallen Switzerland - Branch Office Skopje
address: Maksim Gorki no. 16, 1000 Skopje
e-mail: northmacedonia@skat.ch
web: www.programazavodi.mk

Contact for more information

Agron Rustemi, GWP Programme, Outcome 1 Manager
address: Maksim Gorki no. 16, 1000 Skopje
email: agron.rustemi@pointpro.com.mk
phone: +389 72 547 557

ANNEX 1: OFFEROR'S LETTER CONFIRMING INTEREST AND AVAILABILITY FOR THE ASSIGNMENT

Dear Sir/Madam:

I hereby declare that:

A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate the purpose of the assignment as per TOR*] under the "Groundwater Management, Use and Protection Programme in North Macedonia - Phase 1";
B) I have also read, understood and hereby accept SKAT Consulting's General Conditions of Contract for Consultancy Services;
C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [delete this item if the TOR does not require submission of this document];
E) I hereby propose to complete the services based on the following payment rate: *[please check the box corresponding to the preferred option]:*

☐ An all-inclusive daily fee of [*state amount in words and in numbers indicating currency]*

☐ A total lump sum of [state amount in words and in numbers indicating currency*]*, payable in the manner described in the Terms of Reference.

F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to SKAT Consulting's review, acceptance and payment certification procedures;
H) This offer shall remain valid for a total period of _____ days [*minimum of 90 days*] after the submission deadline;
I) If I am selected for this assignment, I shall sign a Contract for Consultancy Services with Skat Consulting Ltd. - Branch Office Skopje;
J) I hereby confirm that *[check all that applies]*:

☐ At the time of this submission, I have no active Contract for Consultancy Services or any form of engagement with Skat Consulting Ltd. - Branch Office Skopje;

☐ I am currently engaged with Skat Consulting Ltd. - Branch Office Skopje or Skat Consulting Ltd. St. Gallen Switzerland and/or other entities for the following work:

Assignment	Contract Type	Name of Institution/Company	Contract Duration	Contract Amount

☐ I am also anticipating conclusion of the following work from Skat Consulting Ltd. - Branch Office Skopje or Skat Consulting Ltd. St. Gallen Switzerland and/or other entities for which I have submitted a proposal:

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

K) I fully understand and recognize that Skat Consulting Ltd. - Branch Office Skopje is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that Skat Consulting Ltd. - Branch Office Skopje will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

L) ***If you are a former employee of the Skat Consulting Ltd. St. Gallen Switzerland recently separated, please add this section to your letter:*** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

M) I also fully understand that, if I am engaged as a Consultant, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as an employee.

O) Do you have any objections to our making enquiries of your present employer?
YES ☐ NO ☐

P) Are you now, or have you ever been a permanent civil servant in your government's employ?
YES ☐ NO ☐ If answer is "yes", WHEN? _____

Q) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	*Full Address, including E-Mail Address and Telephone Number*	*Name of Organization Business or Occupation*

R) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?
YES ☐ NO ☐ If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made in the CV or other document requested by the Company may result in the termination of the contract without notice.

DATE: _____ SIGNATURE: _____

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of Skat Consulting Ltd. - Branch Office Skopje.

Annexes *[please check all that applies]*:

- ☐ CV shall include Education/Qualification, Processional Certification, Employment Records /Experience
- ☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- ☐ Brief Description of Approach to Work (if required by the TOR)

ANNEX 2: BREAKDOWN OF COSTS[2] SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

A) **Breakdown of Cost by Components:**

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
I. Personnel Costs			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
II. Travel*			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			

B) **Breakdown of Cost by Deliverables****

Deliverables *[list them as referred to in the TOR]*	**Percentage of Total Price (Weight for payment)**	**Amount**
Deliverable 1		
Deliverable 2		
Total		

**If needed, costs for international travel and accommodation for such events will be organized and covered by the Programme. Those costs should not be included in the daily fee. Meetings can also be organised remotely/ home country*
***Basis for payment tranches*

[2] The costs should only cover the requirements identified in the Terms of Reference (TOR)