

TERMS OF REFERENCE

Water Legislation Expert to lead the amendment of the Law on Waters and coordinate harmonisation process

Programme title:	Groundwater Management, Use and Protection Programme (GWP)
Position title:	Water Legislation Expert to lead the amendment of the Law on Waters and coordinate harmonisation process
Type of contract:	Individual Consultant Contract
Duty Station:	Home office / Skopje, North Macedonia
Duration of contract:	Maximum up to 64 working days in a period October 2025 - December 2026
Start date:	1 October 2025
Application deadline:	By 19 September 2025

A. PROGRAM 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 a 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.

Although groundwater in North Macedonia is of high strategic importance (e.g. as source of 77% of the drinking water supply), it has not been recognised as such and is therefore not adequately used, managed and protected. The responsible institutions do not have sufficient and adequate capacity; there is a lack of background information, knowledge and tools for the protection, planning and monitoring of groundwater resources and the legal framework is incomplete. In addition, low awareness of the status of groundwater is reflected in low public pressure and weak mobilisation of the public and civil society on groundwater management issues.

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 (ground) water resources to achieve its social and economic development goals while avoiding irreversible

degradation of its aquifer systems. The overall objective of the GWP is to strengthen relevant authorities and raise awareness among civil society to implement the provisions of an integrated framework coherent with the requirements of the EU environmental acquis for the sustainable management of ground-water resources in a changing climate.

Phase 1 of **Groundwater Management, Use and Protection Programme (GWP)** aims to increase the effectiveness of the legal framework by supporting the drafting of amendments to existing laws and regulations. This is all about **creating an enabling environment** with appropriate policies, strategies and laws for the management, use and protection of waters. Increasing legal effectiveness will be achieved by **supporting the harmonisation of the national legislation** with the objectives of the relevant EU directives and by consolidating the existing legal framework. GWP Programme aims to remove some of the main barriers inhibiting better water resources management at different levels in the country, stemming mostly from incomplete and/or inconsistent legal and regulatory frameworks, including different interpretations of laws by key institutions; bottlenecks caused by the current institutional model, including limited capacity of key institutions in terms of access to funding and the required number of staff with certain skills; and limited cooperation between key institutions at technical, policy and education levels.

To create a more efficient legal framework, the Programme will **support harmonisation and amendment of the Law on Waters to ensure full transposition and effective implementation of the EU water acquis**. This includes providing clear legal bases and instructions for the scope of the secondary legislation, facilitating participatory consultations, and ensuring institutional ownership of the reform process.

Assignment background

Water management legislation in the Republic of North Macedonia is a core element of the country's Integrated Water Resources Management (IWRM) framework. Legislation establishes the basis for government action, defines the enabling environment for implementation and enforcement, and facilitates participation by non-governmental stakeholders.

Since becoming an EU candidate country in 2005, North Macedonia has committed to harmonizing its legislation with the EU acquis to meet accession criteria and has steadily advanced reforms. It focused on harmonizing its legal framework with the EU Acquis Communautaire, including the water-related directives and regulations. Following the European Council's decision in March 2020 to open accession negotiations, the country continues to advance EU reforms. It requires not only transposition of the relevant EU water sector acquis into national legislation but also its consistent implementation and enforcement.

The Law on Waters, enacted in 2008, and related sectoral laws provide the primary legal framework. While this law and secondary legislation based on this law incorporate key IWRM principles, the overall implementation has progressed slowly. Provision related to water resources management issues are fragmented across numerous sectoral laws, some of which are outdated or inconsistent. Persistent conflicts over water management competences, institutional capacity constraints, and misalignment with the EU Water Framework Directive (WFD) and its daughter directives highlight the clear need for comprehensive legislative reform.

Recent legal gap analyses and compliance assessments have identified the following key challenges:

- Discrepancies between national legislation and the EU Acquis, especially concerning groundwater management;
- National legislation does not keep pace with the evolving dynamics of the EU acquis, leading to gaps in alignment and implementation.
- Weak enforcement and limited capacity within institutions responsible for water management;
- Lack of effective monitoring procedures and mechanisms for tracking progress and achieving strategic objectives;
- Poor coordination mechanisms between sectors and across administrative levels;

- Lack of data, transparency, and accountability; and
- Inadequate resources, including financing, infrastructure, and specialized expertise.

To address these challenges, a comprehensive review of the national legislation is required to fully align with EU water legislation and strengthen implementation in line with IWRM principles. This includes full transposition of key EU water quality directives.

Purpose of the assignment

To support the Government of North Macedonia in improving sustainable water management, the GWP Programme is providing assistance to strengthen the legal and institutional framework, improve technical capacities, and develop clear mechanisms for water management aligned with the EU water acquis. Comprehensive reviews of each of the EU water quality acquis, conducted in combination of internal and external expertise, have identified significant gaps and deficiencies in national water legislation that hinder alignment with EU acquis requirements. To address these challenges, a coordinated set of activities have been identified aimed at updating and harmonising national water legislation with the EU water acquis, while also ensuring the effective implementation of the amended legal framework.

The Programme will provide support to the Ministry of Environment and Physical Planning, the key competent authority responsible for harmonisation, preparation, and implementation of the Law on Waters in coordinating key activities, such as stakeholder engagement, ensuring coherence and consistency throughout the legal drafting process, and ensuring the robustness of proposed reforms. To contribute effectively to the legal drafting and harmonisation process and bring in the added value of international EU experience, the GWP Programme is looking for an **Water Legislation Expert to lead and provide technical support in drafting amendments to the Law on Waters and related national legislation, which will ensure full alignment with EU directives and support the creation of an enabling environment for integrated and sustainable water governance.**

B. SCOPE OF WORK

The main objective of this assignment is to provide high-level expertise to support the review, drafting, and preparation of amendments to the Law on Waters and related primary legislation. The aim is not only to ensure full and coherent alignment with the relevant EU water acquis, but also to enhance the legal framework to make it implementable and enforceable. The assignment is structured around the alignment of the following indicative list of EU water directives and related instruments:

- Directive 2000/60/EC establishing a framework for joint action in the field of water policy, amended by Decision 2455/2001/EC and Directive 2008/32/EC, 2008/105/EC, 2009/31/EC, 2013/ 39/EU and 2013/64/EU,
- Directive 2006/118/EC on the protection of groundwater from pollution and deterioration
Directive 2006/118/EC fills the legislative gap following the abolition of Directive 80/68/EEC and Directive 2006/118/EC correlated with Directive 2000/60/EC,
- Regulation (EU) 2020/741 on minimum requirements for water reuse,
- Directive 2008/56/EC establishing a framework for Community action in the field of marine environmental policy,
- Directive 91/271/EEC on urban wastewater treatment with its amendments (Directive 98/15/EC) and Regulations (EC) 1882/2003 and (EC) 1137/2008, Commission Implementing Decision of 26 June on format reports for notification of national programs for the implementation of Council Directive 91/271/EEC including Directive (EU), 2024/3019 of the European Parliament and of the Council of 27 November 2024 concerning urban wastewater treatment (recast) which is not transposed,
- Directive 2008/105/EC on environmental quality standards in the field of water policy, amending and subsequently repealing Council Directives 82/176/EEC, 83/513/EEC, 84/156/EEC, 84/491/EEC, 86/280/EEC and amending Directive 2000/60/EC of the European Parliament and of the Council. COM/2022/540 Proposal to amend Directive

2000/60/EC,

- Directive 2007/60/EC for flood risk assessment and management.
- Council Directive 91/676/EEC on the protection of waters against pollution caused by nitrates from agricultural sources
- Directive 2006/7/EC on the management of bathing water quality and repealing Directive 76/160/EEC, as amended by Regulation (EC) 596/2009 and Directive 2013/64/EU. Directive 2013/64/EU has not been transposed.
- Directive 2020/2184/EU on the quality of water intended for human consumption. Directive 98/83/EC establishing the requirements for the quality of water intended for human consumption (drinking water), which is supplemented and amended by Regulation No. 1882/2003 Regulation No. 596/2009 and Directive No. 2015/1787. Directive (EU) 2020/2184 of the European Parliament and of the Council of 16 December 2020 on the quality of water intended for human consumption (recast) has not been transposed into national legislation.

The Expert shall ensure that all deliverables address the requirements, obligations, and objectives of these instruments, considering the status of transposition and identified constraints.

The expert will play a lead role in coordinating and guiding the drafting process, including defining key steps in close collaboration with national counterparts and the Programme team. The consultant will also take the lead in drafting the amended Law on Waters and related primary legislation. The expert is expected to visit North Macedonia to participate in presentations of the work/reports/deliverables which will be agreed in prior with the Programme staff.

C. DUTIES AND RESPONSIBILITIES

Under the leadership of the Outcome Manager and the Team Leader and in close collaboration with the other expert team assigned to implement activities, the **Water Legislation Expert** will be responsible for carrying out the following tasks:

Task 1: Drafting of the Law on Waters

The Expert it is expected to play a central role in the drafting/alignment of the Law on Waters. Specific activities and responsibilities under this task include:

- Coordinate a comprehensive chapter-by-chapter revision of the Law on Waters to ensure all necessary amendments are coherently and systematically integrated;
- Lead the drafting process by compiling and preparing consolidated drafts of the amended Law on Waters. These drafts should incorporate feedback from stakeholder consultations, particularly with the GWP Ad Hoc Working Group/Cluster 4.27 Group;
- Develop clear and practical recommendations related to enforcement mechanism, transitional arrangements, monitoring requirements, and capacity development measures for effective implementation of the amended legal framework;
- Identify the types and scope of secondary legislation required to support the implementation of the amended primary legislation, with detailed guidance for each secondary legal act on its objectives, scope, and content requirements;
- Propose realistic timelines, sequencing, and the designation of responsible institutions for the preparation, consultation and adoption of the required secondary legislation.

Task 2: Coordination of the harmonisation process and alignment

The Expert will be responsible for coordinating, guiding, and providing advice throughout the process of aligning and amending the Law on Waters. The objective is to ensure that the legal drafting fully complies with EU requirements, incorporates the best practices and standards, and reflects the principles of Integrated Water Resources Management (IWRM). The drafting process will be supported by legal assessment and alignment recommendation reports related

to the transposition of EU water directives. To guarantee their accuracy and relevance, the Expert must validate that these reports accurately reflect current legal and institutional conditions. Specific activities and responsibilities under this task include:

1.1 Leading harmonisation activities: The Expert will take the lead in harmonisation activities. This includes instrument-by-instrument mapping the provisions of EU water directives against national legislation to identify specific articles and chapters that require amendment. The Expert will facilitate stakeholder engagement and promote effective institutional coordination by presenting findings, leading discussions, and supporting consultations with the GWP Ad Hoc Working Group on Legislation and Institutions, the Cluster 4.27 Working Group under the national EU accession framework, and other relevant government bodies to foster ownership and support successful implementation. Following completion of the harmonisation process, the expert will prepare comprehensive ToC/IQs for each EU instrument illustrating the relationship between EU provisions and the corresponding articles of the amended Law on Waters.

1.2. Supporting coordination activities: The expert shall assist programme staff (outcome managers) in preparing Terms of Reference, for the engagement of experts/consultants to implement various alignment/harmonisation activities. He/she will ensure consistency and logical progression across deliverables developed at different stages of the legislative harmonisation process by thoroughly reviewing, validating, and providing detailed feedback on various legal assessment reports and participate in workshops, presentations, and consultations to present key deliverables and gather feedback.

D. METHODOLOGY OF WORK

The expert will adopt a structured, transparent, and participatory methodology to ensure that the final legal framework is technically robust, fully compliant with EU acquis requirements, operationally feasible, and institutionally supported. The approach will focus on delivering a coherent and enforceable amended Law on Waters and related legal framework, aligned with EU directives and reflecting principles of Integrated Water Resources Management (IWRM) and good governance. At the outset, the expert will review and analyse the background documentation provided, including the existing gap assessments, compliance check reports, and recommendations prepared for EU directives and instruments listed in Section B. The expert will take into account the findings and proposals from the GWP OC 2.2. activity on options for national water governance system, which will serve as a key reference for identifying legal gaps, inconsistencies, and areas for amendment. The expert will validate the relevance and accuracy of these findings and, where necessary, supplement them with additional targeted legal analysis to reflect recent legislative developments or operational requirements.

To ensure institutional ownership and broad-based support, the validated gap analyses and recommendations will be presented to the GWP Ad Hoc Working Group on Legislation and Institutions. The expert will facilitate structured discussions with this group to gather feedback, confirm priorities, and secure endorsement of key findings. These validated recommendations will form the basis for the subsequent drafting process. Building on this process, the expert will carry out an instrument-specific mapping of obligations under each EU directive and regulation. For each instrument, the expert will:

- identify/validate provisions requiring transposition or alignment;
- determine the relevant articles, chapters, and sections of the existing Law on Waters requiring amended,
- prepare concrete proposals to ensure complete and consistent legal transposition.

In doing so, the expert will rely on and ensure consistency with existing tables of concordance and compliance check reports already developed as part of the EU progress monitoring process. In parallel, the expert will coordinate a systematic chapter-by-chapter review and revision of the Law on Waters. This approach will ensure that all recommendations stemming from the alignment process for each EU instrument are fully integrated into a coherent and internally consistent legislative text. The approach will also prevent overlaps or contradictions and will embed IWRM principles and good governance requirements throughout the legal framework. The output of this process will be a consolidated draft text presenting all proposed amendments in a clear and structured format, suitable for detailed review and stakeholder consultation.

Regarding secondary legislation, the expert will not be responsible for drafting bylaws, decrees, or rulebooks. Instead, the expert will:

- clearly define the legal basis for each required act within the amended Law on Waters, referencing the relevant articles and paragraphs;
- provide detailed instructions and outlines for each bylaw, describing its objectives, scope and minimum content needed to meet EU requirements;
- recommend the sequencing for adoption, responsible institutions for preparation and enforcement, and indicative timelines for finalization.

Throughout the process, the expert will lead consultations with the GWP Ad Hoc Working Group, as the main technical and policy coordination forum, as well as with the Cluster 4.27 Group under the national EU accession negotiation structure. These consultations will ensure alignment with EU accession commitments, promote ownership, and provide a forum for systematic stakeholder input. Feedback from these discussions will be incorporated into revised drafts and supporting documents.

Finally, the expert will prepare recommendations on transitional arrangements, enforcement modalities, and monitoring mechanisms to support effective implementation of the revised legislation. Proposals will also include capacity-building measures to strengthen the institutional capabilities and support practical enforcement. All draft deliverables will be presented for review to the GWP Ad Hoc Working Group and the Cluster 4.27 Group, revised to reflect stakeholder input, and finalized through the established participatory process.

E. MAIN OUTPUTS/DELIVERABLES

The water legislation expert will be responsible for producing the following outputs (deliverables):

Deliverable 1: AGLI workplan and timetable	Deadline October 2025
Deliverable 2: drafts amendments of the Law on Waters for final review and approval that is harmonized with the EU water acquis with incorporated feedback from consultations with the GWP Ad Hoc Working Group and the Cluster 4.27 Group.	Deadline June 2026
Deliverable 3: Drafts ToC/IQs per instrument illustrating the relationship between each EU provision and the corresponding articles and provisions of the amended Law on Waters.	Deadline June 2026
Deliverable 4: Final report on the Draft Law on waters containing: a) Overview of harmonisation process, overview of the problem analysis to explain why government action is required and why the proposed solution was chosen; explaining the outcome to be achieved by means of the respective law including the measures and activities through which the defined objectives are to be achieved; b) summary on the contents of the Law	Deadline September 2026
Deliverable 5: ToRs on harmonization drafted/revised compliance check reports various deliverables/reports produced based on the Terms of references	Ongoing in 2025/2026 upon need TBD
Deliverable 6: Summaries of stakeholder consultations and feedback received during the drafting process (through the GWP Ad Hoc Working Group and Cluster 4.27 Group or else) and description of how comments and suggestions have been addressed in draft legislation or reasons why not addressed.	Ongoing in 2025/2026 upon need TBD

E. QUALIFICATIONS REQUIREMENTS AND SKILLS

The candidate should meet the following requirements:

- Minimum bachelor's degree in relevant field (law, water management, civil engineering or similar) is required.
- At least 10 years of professional experience in legal drafting in the field of water management/ alignment with the EU water acquis with
- A record of at least one professional assignment in the legal drafting/alignment/harmonisation in the field of water management according to the EU Water Acquis.

- Excellent working knowledge of English.

Additionally, it is desirable that the candidate possess the following competencies:

- Comprehensive understanding of the WFD and GWD and other water Acquis, including their objectives, principles and requirements,
- Understanding of the Macedonian legal system and norm-technics,
- Clear and articulate communication skills, both oral and written, to convey complex concepts in a simple and understandable way, adapting style and content to different audiences/ Ability to summarize research findings and draw conclusions on a given topic to provide participants with a comprehensive understanding,
- Excellent analytical, facilitation skills and organizational skills to ensure smooth running of sessions and timely delivery of materials and resources within deadlines.
- Experience of working with ministries and local self-governance structures, enabling effective collaboration and engagement with relevant stakeholders.

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 10 years of professional experience	Yes/No
Record of at least 1 (one) professional assignment	Yes/No
Technical Criteria	Maximum points
Bachelor = 4 Master / PhD = 5	5
Year of professional experience <ul style="list-style-type: none"> • 10 - 12 years = 15 points • 13 - 16 years = 20 points • over 16 years = 25 points 	25
Number of relevant professional assignments <ul style="list-style-type: none"> • 1 project = 15 points • 2 - 4 projects = 20 points • more than 4 projects = 25 points 	25
Proposed methodology and workplan	15
Maximum total points:	70

G. TERMS AND CONDITIONS

- *Contract modality and duration*

The water legislation expert will be hired under IC (Individual Contract) modality until December 2026. A maximum of 64 expert-days is anticipated for the entire period of the assignment.

- *Reporting*

The water legislation expert will report to the Outcome Manager and the produced documentation needs to be submitted in English.

- *Travel and other associated costs*

The water legislation expert is expected to be present North Macedonia to participate in presentations of the work/reports/deliverables which will be agreed in prior with the Programme staff.

Costs for the international travel and accommodation for such events¹ will be organized and covered by the Programme. Meetings can also be organised remotely/ home country.

- *Payments schedule*

The payment for the services will be on a regular basis, based on the number of used expert-days in line with previously assigned timetable/mission plan and approved time sheets (to be certified by the Outcome Manager prior to the payments of the instalments).

- *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).

H. APPLICATION PROCEDURE

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

- Draft methodology and workplan
- Offeror's letter pertaining the expert confirmation of availability.
- Financial proposal² in the form of a daily fee cost in EUR/MKD.
- Most updated CV with focus on required qualification as well as the details of relevant professional experience.
- At least three favourable references

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.skat.ch

Contact for more information

Biljana Puleska Janushevska, GWP Programme, Outcome 2 Manager

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phone: +389 70 363 700

¹ Up to 4 such events are expected for the duration of the contract

² National expert submits proposal in MKD, international expert submits proposal in EUR

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 (GWP) in North Macedonia - Phase 1";
- B) 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;
- C) 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 ToR;
- D) 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 (in EUR/MKD)]*.
- ☐ - A total lump sum of *[state amount in words and in numbers indicating currency]*, payable in the manner described in the Terms of Reference.
- E) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- F) 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;
- G) This offer shall remain valid for a total period of _____ days *[minimum of 90 days]* after the submission deadline;
- H) If I am selected for this assignment, I shall sign a Contract for Consultancy Services with Skat Consulting Ltd. - Branch Office Skopje;
- I) 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

- J) 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.
- K) **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.
- L) 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) 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

- P) 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, Professional Certification, Employment Records /Experience
- ☐ Financial offer as daily fee
- ☐ Draft methodology and workplan

ANNEX 2: BREAKDOWN OF COSTS³ 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 <i>[list them as referred to in the TOR]</i>	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*

³ The costs should only cover the requirements identified in the Terms of Reference (TOR)