

Terms of Reference for Legal Expert

Expert Services for review and improvement of SHUKOS Internal Existing Regulations, Development of Assembly and Board Regulation

I. Background

SHUKOS continues to face challenges in its internal governance framework, particularly in ensuring clarity, consistency, and efficiency across its regulations and decision-making structures. The absence of updated internal regulations, fragmented procedures, and unclear allocation of responsibilities have created gaps that limit transparency, accountability, and smooth functioning of its governing bodies. These shortcomings highlight the urgent need for reviewing and strengthening SHUKOS's governing procedures, developing clear internal regulations for the Assembly, and establishing well-defined rules for the Board in line with legal requirements and the SHUKOS Statute.

In response to this pressing issue, the **Water and Wastewater Works Association of Kosovo (SHUKOS)**—a non-profit association established by the seven Regional Water Supply and Sewerage Companies (RWCs)—has taken the lead in facilitating coordinated sectoral responses. SHUKOS operates under the NGO Law (No. 04/L-57) and is governed by its Assembly and Board of Directors, which includes the CEOs of all 7 RWCs as well as representatives from the Ministry of Economy and the Ministry of Environment, Spatial Planning and Infrastructure. The Association plays a key role as a bridge between water utilities and central institutions, and maintains active collaboration with national and international partners, including IAWD, IWA, and the Regional Capacity Development Network (RCDN).

This assignment is supported under the **Regional Capacity Development Network (RCDN) for Water and Sanitation Services** project, the purpose of this activity is to provide a specific guideline for the management in Human Resources, Assembly and Board Internal Regulations, it's not intended to prescribe step by step guidance but to define the internal policies and supporting procedures. The aim is to update the existing HR internal regulation and develop a new Assembly and Board regulations. The RCDN project is jointly financed by the Swiss State Secretariat for Economic Affairs (SECO) and the German Federal Ministry of Economic Cooperation and Development (BMZ) and is administratively embedded in the GIZ project "Open Regional Fund for Southeast Europe – Modernization of Municipal Services (ORF MMS)".

As part of its engagement in RCDN+, SHUKOS has initiated activities further strengthen its internal governance and operational capacity, SHUKOS has identified the need to:

1. Review and improve its existing internal regulations;
2. Develop a dedicated regulation for the SHUKOS Assembly; and
3. Develop a dedicated regulation for the SHUKOS Board of Directors.

These internal regulations will serve as guiding instruments to ensure transparency, accountability, compliance with applicable laws, and alignment with the SHUKOS Statute.

II. Aim of the Assignment

The **general objective** of this assignment is to **select a qualified and professional expert to review the existing human resources internal regulations and to develop regulation for the smooth functioning the Assembly and the regulation for the SHUKOS Board. The expert will be engaged to a) Review and assess the existing internal regulations on human resources, identifying gaps, inconsistencies, and areas for improvement; b) Develop**

internal regulation to ensure the smooth functioning of the SHUKOS Assembly; c) Draft the internal regulation for the SHUKOS Board, aligned with applicable legal requirements and the SHUKOS Statute.

The focus of this set of activities will be to strengthen SHUKOS's internal governance framework by ensuring that its internal regulations and procedures are clear, consistent, and aligned with best practices and relevant legislation. The selected expert will play a key role in supporting the Board and Staff of SHUKOS in ensuring that internal governance structures are well-defined and operational. The preparation and development of these deliverables will be based on a review of existing documentation, consultations with staff and board of SHUKOS, and any additional materials provided to the consultant. One of the objectives for development of this internal regulation is supporting procedures as well as to introduce policies to increase the percentage of females in daily work and representation in the Assembly.

The aim is to update the existing HR internal regulation and develop a new Assembly and Board regulation with special focus on gender.

III. Responsibilities and tasks of the SHUKOS Expert

These activities will be facilitated by a consultant. Interested consultants and experts are encouraged to submit their application. The consultant should ensure the necessary expertise to provide technical assistance in reviewing and improving SHUKOS's internal governance framework, including human resources regulations, Assembly regulation, and Board regulations. The task will be carried out to strengthen SHUKOS's internal structures, improve transparency and accountability, and ensure alignment with applicable legislation and the SHUKOS Statute.

According to its specific aim, the assignment consists of three sets of activities:

- 1) Review and Improve of Existing Human Resources Procedures
- 2) Development of Assembly Internal regulations
- 3) Development of SHUKOS Board Regulation

The responsibilities and tasks of the consultant are described below.

1) Set of activities referring to review and improve of existing HR Procedures

As a part of this set of activities, the consultant is obliged to:

1. Participate in the preparatory talks and consultations (orientation & coordination meetings) with SHUKOS.
2. Conduct an in-depth review of SHUKOS's current internal regulations.
3. Assess compliance with Kosovo's NGO Law No. 04/L-57, SHUKOS Statute, and other relevant legal provisions.
4. Identify gaps, inconsistencies, and areas for improvement.
5. Propose revisions and provide a consolidated draft of improved regulations.
6. Collect feedback from SHUKOS staff and Board of SHUKOS.

Deliverables of this set of activities:

- List of identifying gaps in existing Human Resources Procedures

- Revised and improved version of SHUKOS's internal regulations based on SHUKOS Board and SHUKOS staff comments.

Please, note that all logistic matters will be organised by the SHUKOS. The expert will be duly informed about all logistic details and will be asked to provide input, as necessary.

2) Set of activities referring to Development of Assembly Internal regulations

As a part of this set of activities, the consultant of SHUKOS is obliged to:

1. Draft a comprehensive regulation defining the roles, responsibilities, procedures, and functioning of the SHUKOS Assembly.
2. Ensure alignment with SHUKOS Statute and relevant legal provisions.
3. Consult with SHUKOS staff to ensure practicality and clarity.
4. Provide the first draft of the Assembly internal regulations to SHUKOS.
5. Incorporate the feedback of SHUKOS staff and SHUKOS Board in final version of the Assembly Regulation

Deliverables of this set of activities:

- Draft Regulation of Assembly Internal regulations.
- Final Regulation incorporating feedback from SHUKOS staff and SHUKOS Board.

3) Set of activities referring to Development of SHUKOS Board Regulation

As a part of this set of activities, the consultant of SHUKOS is obliged to:

1. Draft a comprehensive regulation defining the roles, responsibilities, procedures, payments and functioning of the SHUKOS Board.
2. Ensure alignment with SHUKOS Statute and relevant legal provisions.
3. Consult with SHUKOS staff to ensure practicality and clarity.
4. Provide the first draft of the Board Regulation to SHUKOS.
5. Incorporate the feedback of SHUKOS staff and SHUKOS Board in final version of the Board Regulation.
6. Participate in Board meeting to present the three regulations.

Deliverables of this set of activities are:

- Draft Regulation of SHUKOS Board Regulation.
- Present regulations in the board meetings.
- Final Regulation incorporating feedback from SHUKOS staff and SHUKOS Board.

IV. Expected outputs, estimated consultancy days and proposed timeline

Working package	Tentative number of days	Explanation
Review and Assessment of Existing Human Resources Regulations	2	This activity focuses on Analyses the current HR internal regulations to identify strengths, weaknesses, inconsistencies, and areas for improvement, ensuring alignment with legal requirements and best practices. .

Development of Assembly Internal regulations	3	The aim of this activity is to design and document clear, practical, and effective internal regulations to ensure the smooth functioning of the SHUKOS Assembly.
Drafting of SHUKOS Board Regulation	2.5	The aim of this activity is to develop a comprehensive and legally compliant regulation for the SHUKOS Board, defining roles, responsibilities, payments and operational procedures.
Participating in Board Meeting	0.5	Participating in board meeting to present the three regulations and take their feedback for each of them.
Total number of days	8	

V. Expert Days

In total 8 working days are planned for the entire assignment:

The contract between the SHUKOS and expert will be signed under the laws of the Republic of Kosovo

VI. Experts' Profile

The SHUKOS / RCDN expert for the review and development of internal regulations is a highly experienced professional, with proven expertise in organisational governance, institutional development, and regulatory compliance. The expert should have hands-on knowledge of the functioning and management of non-governmental organisations and/or professional associations, including governance structures, processes, and procedures. A solid understanding of human resources management, Assembly operations, and Board governance is required, along with familiarity with applicable legal frameworks in Kosovo, particularly the Law on Freedom of Association in NGOs and SHUKOS's Statute.

Education: University Degree in an area relevant to the assignment (e.g. law, public administration, organisational management, or a related field. etc.).

Professional experience:

- Minimum 3 years of relevant professional experience in organisational governance, drafting HR policies, or NGO capacity building.
- Demonstrated experience in developing or revising organisational regulations, statutes, or governance documents.
- Experience in facilitating consultations with boards, assemblies, or governing bodies.
- IT skills: MS Office (Word, Excel, PowerPoint).

Other requirements:

- Deep understanding of policy-making processes and government structures
- Strong analytical and drafting skills.
- Ability to align governance documents with statutory and legal requirements.

Language skills: Fluency in Albanian (English language is an asset)



VII. Proposal

The consultant is asked to submit a proposal, **by 18/09/2025**. The proposal has to be submitted in the Albanian language **by e-mail, at info@shukos.org** and shall contain the following sections:

- CVs of the Expert
- Financial offer shall contain the total budget for reviewing and development of internal regulation of SHUKOS: (i) proposed number of day and daily rate per activity, (The prices should be stated in EUR (gross amount)).

VIII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 50% Consultants' Profile: Consultants' expertise and experience for fulfilling the tasks under this ToR;
- 50% Financial Offer.

IX. Reference Person

The reference person for this assignment is the SHUKOS's RCDN+ Project Manager, Erdonita Humolli.

Email address: erdonita.humolli@shukos.org Project Manager.

X. Modification of Terms

SHUKOS reserves the right to modify the terms of the ToR at any time at its sole discretion.

XI. Acceptance and Rejection of Proposals

SHUKOS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, SHUKOS reserve the right to reject any or all proposals received and to accept any proposal which it considers advantageous, whether or not it is the lowest priced proposal. SHUKOS is not under any obligation to award a contract and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the consultants who have responded. SHUKOS reserve the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable to the association and the RCDN.

XII. Ownership

All materials, documents, and information prepared, developed, or adjusted by the expert in the course of this assignment—including reviews, assessments, draft regulations, and internal regulations—remain the sole property of SHUKOS and RCDN. The expert agrees that no part of these materials may be reproduced, distributed, or stored in any form, or by any means, for purposes beyond this ToR without the prior written permission of SHUKOS. This ensures that all deliverables developed under the assignment directly serve SHUKOS's objective of strengthening its internal governance framework and supporting transparent, accountable, and efficient functioning of its governing bodies.

XIII. Reporting

The expert is not expected to prepare a separate narrative report. Instead, the deliverables of this assignment—revised internal human resources regulations, drafted internal regulation for the SHUKOS Assembly, and the internal regulation for the SHUKOS Board—will serve as the main outputs. A short accompanying note (maximum 2–3 pages) summarizing the process, key findings, and recommendations should be submitted together with the final deliverables, no later than 10 working days after completion of the activity.

XIV. Terms and Payment

The payment will be based on the actual number of working days, (according to the submitted timesheet) invested for the development of each deliverable, but not exceeding the approved number of days for each of the proposed consultants. The expert will be hired under an Individual Contract (IC) signed with SHUKOS. A single payment will be made for the entire activity, upon submission and approval of all agreed deliverables specified in this ToR. Together with the deliverables, the expert shall submit a completed IC timesheet (using the RCDN Timesheet [Template A attached to the ToR](#)) to enable processing of the payment. The payment will be calculated based on the actual number of working days (as indicated in the submitted timesheet), but will not exceed the maximum number of days approved for this assignment.

Templates and annexes:

[Template A: Time sheet for consultants](#)