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ADAPTATION FUND

Terms of reference:

Review of existing flood management policies and enabling environments, conducting institutional capacity assessment with gap analyses and develop basin FRM polices

In the framework of the: "The Integrated Climate-Resilient Transboundary Flood Risk Management in the Drin River Basin in the Western Balkans"
(Drin FRM Project)

15 November 2021

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Introduction

Cooperation in the extended Drin basin

1. The Drin Basin extends in a large part of the Western Balkans (nearly 19 000 km²); it is populated by more than 1,6 million people. It consists of several sub-basins, the uppermost of which is that of the Prespa Lakes, while the lowest that of the Buna/Bojana River, adjacent to the Adriatic Sea. Shared among Albania, Greece, Kosovo*, Montenegro, and North Macedonia (the five 'Riparians'), the Drin River Basin provides water resources for drinking, energy, fishing, and agriculture, biodiversity, tourism and industry.
2. Coordinated action at the Drin Basin level has been absent until the development of the Shared Vision for the sustainable management of the Drin Basin and the signing of a related Memorandum of Understanding (Tirana, 25 November 2011) by the Ministers of the water and environment management competent ministries of the Drin Riparians.
3. The main objective of the Drin MoU is the attainment of the Shared Vision: *“Promote joint action for the coordinated integrated management of the shared water resources in the Drin Basin, as a means to safeguard and restore, to the extent possible, the ecosystems and the services they provide, and to promote sustainable development across the Drin Basin”*.
4. Following the provisions of the MoU an institutional structure was established in 2012. It includes:
 - The **Meeting of the Parties**.
 - The **Drin Core Group** (DCG). This body is given the mandate to coordinate actions for the implementation of the MoU.
 - Three **Expert Working Groups** (EWG) to assist the DCG in its work:
 - Water Framework Directive implementation EWG.
 - Monitoring and Information exchange EWG.
 - Biodiversity and Ecosystem EWG.
 - **Floods EWG**

The **DCG Secretariat** provides technical and administrative support to the DCG; Global Water Partnership – Mediterranean (GWP-Med) serves by appointment of the Parties through the MoU as the Secretariat.

5. The Parties to the MoU agreed to undertake concrete short, medium and long-term actions to address various issues, towards the integrated management of the Basin; **Developing cooperation and measures to minimize flooding especially in the lower parts of the Drin Basin** is one of the 7 identified issues (Article 3, iii) and **enhancement of cooperation in the field of flood risk preparedness, management and mutual support** is one of the short-term actions (Article 4, d) that should be implemented for achieving the MoU objective.

The Drin Coordinated Action

6. While the process of cooperation is on-going, a number of activities have already been implemented under the Drin Coordinated Action for the implementation of the Drin MoU.

7. The Global Environment Facility (GEF) supported project *“Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin (GEF Drin Project, 2016-2021)”* implemented by UNDP and executed by the Global Water Partnership (GWP) through GWP-Mediterranean (GWP-Med) has been pivotal in the implementation of the Drin MoU.
8. The GEF DRIN Project resulted in the development and the endorsement by the Drin riparians of the joint Strategic Action Plan (Drin SAP, in 2020) with more than 100 actions to be implemented in the short, medium, and long term. The SAP further substantiates the Drin MoU. Under the SAP Goal 3: **Develop cooperation and measures to minimise flooding especially in the lower parts of the Drin Basin** Objective 1 was set to be: **Management of floods risks, and droughts risks by 2030** (please see Drin [SAP](#) for more details).
9. The Adaptation Fund supported Project entitled *“The Integrated Climate-Resilient Transboundary Flood Risk Management in the Drin River Basin in the Western Balkans”* (Drin FRM Project) is designed to implement the Drin SAP’s Goal 3. The Drin FRM Project provides the framework for this assignment.

Drin FRM Project

10. *The Integrated Climate-Resilient Transboundary Flood Risk Management in the Drin River Basin in the Western Balkans”* (Drin FRM Project, 2019-2024) is executed by the UNDP (IRH) for the components 1 & 3 and the Global Water Partnership – Mediterranean (GWP-Med) for the component 3.
11. The objective of the project is to assist the riparian countries in the implementation of an integrated climate-resilient river basin flood risk management approach to improve their existing capacity to manage flood risk at regional, national and local levels and to enhance resilience of vulnerable communities in the Drin River Basin (DRB) to climate- change induced floods.
12. Drin FRM Project is implemented through 3 components: Component 1 – Hazard and risk knowledge management tools; Component 2 -Transboundary FRM institutional, legislative and policy framework and Component 3 -Priority community-based climate change adaptation and FRM interventions
13. This assignment is part of Component 2, Outcome 2: *“Improved institutional arrangements, legislative and policy framework for FRM, and development of climate change adaptation and flood risk management strategy and plans at the basin, sub basin national and subnational levels”*- **outputs 2.1a and 2.2b** (more details in the [AF](#) project document).

Background

14. The Drin riparians are increasingly exposed to the impact of climate change. They are experiencing increased periods of extreme heat in the summer months and increased rainfall during the cooler seasons. According to long-term projections, the average annual temperature will increase by 2° C to 3° C by 2050 and precipitation will decrease in the summer, resulting in longer dry periods followed by more sudden heavy rainfalls. This combination increases the likelihood of floods as well as their destructive nature.
15. Historical flood data from the Western Balkans suggests a more frequent occurrence of flood events, characterized by more extreme and more rapid increase in water levels, attributed to an uneven distribution of precipitation and torrential rain, particularly over the last decade. More and larger areas and, therefore, a greater population numbers are being affected by flooding with a strong impact on national economies.
16. Apart from the actual need, the catalytic force in the process of building sustainable flood risk management in the Drin riparians is the ongoing harmonization process with EU acquis (primarily EU Water Framework Directive and EU Floods Directive) that is at different stages in each of the Riparian's. While relevant legislation is under transposition in all Drin riparians with different extent and pace in each one), the respective national policies are either inexistent or still underdeveloped not following a basin-wide approach or incorporating climate change resilient strategies or sectoral harmonization needs.
17. Review ¹of the institutional and legal framework for water management in the DRB found that national legislation is not fully aligned with the EU Acquis; there is high fragmentation of competencies, overlapping/conflicting responsibilities of institutions; no basin management plans addressing climate risks; limited monitoring; non-reliable, non-harmonized and limited sharing of data among institutions within and between countries; no basin water cadaster; water management investment has not been supported by robust analysis, no investment plans and no comprehensive financial risk transfer mechanisms.
18. At the Drin basin level, there is currently no formal basin flood risk management in place. Bilateral agreements between Riparians that include cooperation on water/flood management are in place while related needs are acknowledged in many cases and initial steps are taken (an example is the Drin Coordinated Action; see related section above).
19. The following are necessary to comprehensively address climate change adaptation needs in the riparian countries and establish a comprehensive basin level climate risk and flood risk management: (1) exchange of flood risk and climate related knowledge and information; (2) basin level climate change adaptation and flood risk management strategies and plans; (3) combination of structural and non-structural flood risk reduction interventions; (4) enhanced institutional capacity.

¹ Flood Prevention and Management – Gap analyses and needs assessment in the context of implementing the EU Floods Directive”, September 2015, funded by the Western Balkans Facility Infrastructure Project, Technical Assistance 4 (IPF 4)

20. The Drin FRM project is trying to address those gaps by developing hazard and risk management tools² and by strengthened resilience of local communities through improved flood forecasting and early warning, implementation of structural and non-structural measures and the strengthened capacity for CCA and FRM at the local level (Component 3).
21. Component 2 of the Drin FRM provides action for the improvement of the institutional, legislative and policy framework for transboundary flood risk management and the development of a Drin River Basin level Integrated CCA and FRM Strategy and Plan.
22. As a first steps in this regard: (i) a review of existing flood management policies and enabling environments should be made and, basin FRM polices developed; and (ii) institutional capacity assessment and gap analyses should be conducted. Detailed requirements are presented in the section below.

Aim and Objectives:

23. The aim of this assignment is to support improvement of the institutional arrangements, legislative and policy frameworks for climate resilient FRM (at the basin, sub-basin, national and sub-national levels) and development of basin wide CCA and FRM strategy and plans.
24. The objective is to: a) review existing flood management policy and enabling environments and develop basin FRM policies for the implementation of FRM legislative and policy framework and to b) conduct Institutional capacity assessment and gap analyses.

General approach

25. To achieve the objectives under this assignment, the Consultant will:
 - a) need to reach a very good understanding of the: Drin CORDA process; results and outputs of the GEF Drin Project; the Drin FRM project; general understanding of the water sector climate change and flood risk situation in the Drin River basin.
 - b) All tasks in this assignment should be looked at and presented (whenever possible) on all levels including local, sub-national national, regional and basin.
 - c) assure (to the extent possible) that consultant activities are conducted in parallel, and synergies are created whenever possible - while keeping in mind that assignment outputs should be stand-alone separate documents.
 - d) plan the consultation process with beneficiaries/institutions in a way to minimize administrative effort (fatigue) of the beneficiaries i.e. by avoiding approaching different beneficiaries' multiple times with different requirements.
 - e) be responsible to collect and comprehend all the information that will be on local languages.
 - f) confirm each of the outputs with GWP-Med assigned manager before engaging into consultation with the stakeholders. This validation might be extended to the Drin FRM

² Component 1: that include, among others, strengthened hydrometric monitoring network; introduction of modelling tools and technologies for the strategic flood risk assessment based on EUFD and development of basin flood hazard maps)

- project team (based on the subject) or/and structures under the Drin corda (Drin Core Group and EWG on floods).
- g) be responsible for presenting the outputs, moderate the meetings and keeping the minutes of the meeting during consultation meetings.
 - h) The consultants should keep a record of comments by the stakeholders during consultation meetings and in inform the inline project manager how this is addressed.
 - i) be available for discussion/consultation with aligned project manager or/and members of the GWP-Med /AF team as per needs. Frequent communication is requirement for this assignment.
 - j) build on the other outputs of the Drin AF project (where applicable).
 - k) receive additional information and assistance by the GWP-Med staff as per needs and based on prior agreement. This assistance might be by delivering the relevant documentation, providing contacts, assisting in organizing of the meetings etc.

Scope of work

26. The consultant needs to review existing Drin River basin legislative, policy and institutional framework including enabling environment and perform an institutional capacity assessment for the Integrated Flood Risk Management (IFRM) at all levels, as described in general approach section. Based on the assessments, conclusions/recommendations, basin wide polices, training and capacity development program will be elaborated.
27. As IFRM requires multi-sectoral approach, to do the above, the consultant will not look into only requirements provided by the EU Floods Directive and EU Water Framework directives, but also into themes linked with IFRM, including but not limited to: i) Disaster-Risk Management and Early warning system; ii) climate change adaptation and iii) priority cross-sectoral ones: spatial planning and land use, energy, agriculture, environment, socioeconomics and other.
28. The consultant will cover with her/his work three Drin Riparians: Albania, North Macedonia, and Montenegro (as per Drin FRM project scope). Information should be presented at least at the national level and if information is available at the level of the part of the riparian and sub-basin belonging to the Drin basin. Kosovo* is not beneficiary of the Drin FRM project, but related information should be considered and presented (at least to the level of this available in the background documentation) particularly in assessments done at the basin level.
29. Take into account that work should be conducted through 4 tasks among which, the first is overarching and the rest are interconnected as outputs of the tasks can be prerequisite and/or provide input for developing other task(s).
30. To be able to better understand the situation in the beneficiary Riparians/institutions regarding IFRM, the consultant will communicate with the institutions based on the plan for data/information collection (see Task 1 for more details) and draw information using appropriate questionnaires or/and interviews through email and face-to-face communication or internet tools. At least one mission per country should be done by the consultant to meet

responsible institutions³. The missions will be facilitated and organized by the PCU. Additional institutions and organizations should be communicated via electronic means.

31. Baseline framework documents from the GEF Drin and Drin AF Projects including relevant outputs will be submitted to the successful candidate before the date of commencement of work. Additional documentation available to GWP-Med can be provided if necessary and requested by the consultant (as defined in para. 25 k)
32. More detailed description of the work required is provided in the sections below.

Description of tasks:

Task 1) Inception report and initial consultation process

33. This task will serve to “set the scene” for the successful implementation of the rest of the tasks. An Inception report will be developed covering tasks 2-4 and will be based on an initial desktop research that should, *inter alia*, contain:
 - a) Summary review of the assignment requirements (including proposals for potential ToR amendments) and data availability.
 - b) Description of the consultant’s conceptual framework and plan for compliance with the requirement under tasks 2-4 s.
 - c) Preliminary identification of the stakeholders with a responsibility on integrated flood risk management (considering requirements described in para. 26 -28).
 - d) Preliminary identification of the legislation and policy related to the integrated flood risk management (considering requirements from para. 26 -28).
 - e) Information/data gaps identified and approach to overcome these gaps (including overcoming of the possible language barrier).
 - f) Description of methodology and tools (i.e., semi structured interviews, online surveys, face-to-face meetings etc.) to be used for further data collection.
 - g) plan for data/information collection. Should questionnaires be used, a draft should be submitted as annex.
 - h) Risk and assumptions for the implementation of the tasks as well as quality assurance processes should be described.
 - i) List of documents reviewed/sources used (as an annex).
 - j) Implementation plan along with Gantt chart (as an annex).
34. Following the approval of the Inception report, data collection process should commence. A progress report will be drafted and should contain:
 - a) Finalized stakeholders and institutional mapping defining all institutions at basin, national, sub-national level involved in water and flood risk management or institutions with activities that impact on flood risk (e.g., forestry, mining, town and country planning, mining, dam owners, and

³ To be substituted by the online tools should be not allowed by the related COVID-19 restrictions and based on a prior agreement with GWP-Med.

- community organizations), including the role of NGOs/CBOs, donors, private sector, women's organizations
- b) List of identified legislation and policy related to the integrated flood risk management (as annex)
- c) Results of the data collection exercise and identified gaps (incl. mission reports, Minutes of meetings etc. as annexes).
- d) Any deviation in approved methodology or implementation plan.
- e) List of documents/sources consulted (as an annex).

Deliverables:

- D1. Inception report
- D2. Progress report

Task 2: Review of the legislative and policy framework in each of the countries based on the scope of the assignment

35. To implement this task the consultant will be required (based on the results of task 1) to review:

- a) the legislative and policy framework in relation to the water and flood management (including requirements of the EU FD and EU WFD).
- b) international agreement or conventions⁴ that are relevant to the implementation
- c) connected enabling legislative and policy environment for the IFRM in each of the countries, this includes *inter alia*: DRR, establishment of the early warning system, monitoring and data exchange, etc.
- d) legislation and policy in relation to the climate change and sustainable development⁵– and practical implications to the water sector adaptation capacities
- e) laws and policies that regulates key IFRM cross-sectoral themes (agriculture, economy, spatial planning and land use, environment, etc.)

36. And to do assessments for on the extent to which reviewed legislation and policy covers:

- i) directives key requirements alignment⁶ and requirements for the coordination in international river basin districts (IRBDs) and international flood risk management⁷
- ii) aspects and provisions that are included in international agreements of conventions.
- iii) IFRM principles and
- iv) integration of the climate-resilience policies into the development policies.

⁴ This entails all bilateral/international agreements and policies related to the water management and climate change

⁵ e.g., Law on Protection from the Negative Impacts of Climate Change, Montenegro, 2020; UNFCC related national policies; national sustainable development policies

⁶ e.g., river basin characterization, RBMP, competent authorities, preliminary flood risk assessment, flood risk maps, FRMP, etc.

⁷ Article 8, EUFD

37. Assessment should not present only the state as such (current legislative and policy framework), but will also identify the implementation/enforcement levels and legislative and policy gaps/deficiencies so IFRM can be successfully applied at the country level and subsequently on the Drin basin level.
38. It is expected that assessment findings will touch upon all levels (see para 25b) and have a summary and a recommendation chapter (among others). Draft report would be subject of consultation process and validation as described in para. 25 f.

Deliverables:

D3. Report on assessment of the legislative and policy framework and enabling environment for IFRM

Task 3: Institutional capacity and gap analyses

39. To implement this task the consultant will be required to do (using the results of the task 1) the following:
 - a) map the competent institutions and described the competences
 - b) conduct functional analysis of the identified institutions
 - c) analyse existing resources (staffing and budgetary) including sufficiency of staffing levels, existing capacity, and tools.
 - d) analyse existing policies, procedures and protocols, national guidance documents or codes of practice (in connection with task 2).
 - e) analyse interaction between institutions (e.g., information sharing, cooperation on functional activities, reporting between institutions)
 - f) assess access to data and risk knowledge sharing among decision makers, practitioners, government, private sector, and civil society,
 - g) assess coordination mechanisms and implementation arrangements organized at basin, national and sub-national levels.
40. Based on the results of the tasks listed above and findings from Tasks 1 & 2 a capacity assessment will be developed (analysis of desired capacities against existing capacities) that will include description of the gaps for practicing IFRM.
41. It is expected that gaps are presented aggregated (e.g., as conceptual gaps, policy, governance and implementation gaps, information, and assessment gaps, etc.) and per country. Countries' institutional capacity assessment scorecard should be developed and presented. Institutional capacity gaps for Drin basin wide FRM should be elaborated separately.
42. Based on the identified capacity gaps long-term Institutional capacity development plan addressing resourcing, technical, and financial needs for each Riparian should be developed.
43. It is expected that activities for this task will be implemented in synergy and in parallel (to the extent possible) with activities under Task 2. Draft deliverables to be discussed with Drin riparian's prior acceptance.

Deliverables:

- D4. Capacity assessment (functional, resourcing, technical and financial) report
- D5. Long-term Institutional capacity development plan addressing resourcing, technical, and financial needs in each Riparian

Task 4: Develop basin wide policy and training programme

Based on the results of tasks 1-3 the consultant will:

- 44. Give basin wide policy recommendations to address the identified main gaps so basin wide policies are developed and implemented. Those recommendations will be grouped in policy areas⁸; the following shall be described for each policy area:
 - (i) Implementation of the EU policy options/practices
 - (ii) Technical requirements
 - (iii) Required knowledge
 - (iv) Required governance
 - (v) Monitoring requirements
 - (vi) Other preconditions
 - (vii) Riparian readiness/compliance
- 45. Where sufficient information exists for such action (Riparian readiness/compliance is high or/and comparable practices of IFRM exist in other basins) basin wide policies outline⁹ should be developed. That basin wide policies would be feeding into Drin Corda process and development of the Integrated Flood Risk management plan for the Drin River Basin.
- 46. It is expected that consultant would focus on the basin policies related to the agriculture, energy, environment, information exchange, spatial planning, and land use.
- 47. Develop training programme for climate risk management and flood risk management to be embedded in the relevant national/regional institutions to improve the technical capacity and knowledge base for climate risk management and a long-term adaptation planning for flood risk management.
- 48. The training program should correspond to the findings of the institutional capacity assessment and in line/serve the institutional capacity development plan. Training program should also consider training activities¹⁰ that are already identified under Drin AF project technical components. Training program should be discussed with Drin riparian's

Deliverables:

- D6. Drin basin policy IFRM recommendations with outline of the selected DRB policies

⁸ Policy area could be i.e., Environmental impact notification, ecological flow, EWS development, etc.

⁹ Outlining description of policy, content, and harmonization status with respective national policies

¹⁰ i) flood hazard and risk modelling and mapping methods; ii) hydrometric network design and O&M; iii) training of communities; iv) training of practitioners and communities in the development of inclusive community-based early warning systems; v) Design of climate-resilient structural and non-structural flood protection measures.

D7. Training programme for climate risk management and flood risk management to improve existing technical capacity and knowledge base

SCHEDULE OF ACTIVITIES AND MILESTONES

Table 1: Schedule of activities and timeline

Task	Deliverables	Deadline After contract signing:
Task 1) Inception report and initial consultation process	D1. Inception Report	1 month
	D2. Progress report	4 months
Task 2: Review of the legislative and policy framework in each of the countries based on the scope of the assignment basin and water management data	D3. Report on assessment of the legislative and policy framework and enabling environment for IFRM	8 months
Task 3: Institutional capacity and gap analyses	D4. Capacity assessment (functional, resourcing, technical and financial) report	10 months
	D5. Long-term Institutional capacity development plan addressing resourcing, technical, and financial needs in each Riparian	
Task 4: Develop basin wide policy and training programme	D6. Drin basin policy IFRM recommendations with outline of the selected DRB polices	12 months
	D7. Training programme for climate risk management and flood risk management to improve existing technical capacity and knowledge base	

Contract Price

49. The maximum available budget for this contract is 46.000 USD, including VAT.

This amount includes all other costs, income taxes and any other amount payable or cost that may be required for the completion of the work/service. Traveling costs for the mission (at least 1 per country) is also included.

Duration of the Contract

50. The overall duration of the contract will be maximum 12 months.

Schedule of Payment

51. An advance payment of 20% of the offered price is planned upon contract signature with the selected bidder.

52. All other payments shall be upon reception and acceptance/verification of the deliverables, as laid out in the table below.

Deliverable	Verification	Payment	Scheduled
Contract signing		Advance payment (20%)	December 2021
D3. Report on assessment of the legislative and policy framework and enabling environment for IFRM	Accepted by Project Manager	Tranche 1 (15%)	August 2022
D4. Capacity assessment (functional, resourcing, technical and financial) report D5. Long-term Institutional capacity development plan addressing resourcing, technical, and financial needs in each Riparian	Accepted by Project Manager	Tranche 2 (30%)	October 2022
D6. Drin basin policy IFRM recommendations with outline of the selected DRB polices D7. Training programme for climate risk management and flood risk management to improve existing technical capacity and knowledge base	Accepted by Project Manager	Tranche 3 – Final Payment (35%)	December 2022

Selection Criteria

Pass/Fail Criteria

53. Successful participants must (in case of a group of experts / company the experience listed below applies for the lead expert) have:

- a) University degree (BSc or equivalent) in relevant field (Environmental Law, Water resources management, Natural resource management, Environmental management, Hydrology, Hydro engineering, Civil or Environmental engineering, and/or related fields or similar) (in case of a more general first University degree discipline, Master or equivalent degree closely related to the scope of the work)
- b) Fluency/proficiency in both written and spoken English.

Qualification and Experience

The required and desired qualifications are presented below. **Failure to provide the minimum required qualifications is considered ground for disqualification.**

Qualifications additional to the minimum requested per category will receive additional score under the evaluation process as described in section Awarding Criterion and Evaluation process’. In case of a group of experts / company the experience listed below applies only for the lead expert.

Work experience (Required)

- Minimum fifteen (15) years of experience water and/or flood management
- Minimum seven (7) years of experience in flood management in the EU countries and/or EU financed projects

Work experience (Desired)

- Minimum three projects implemented with the scope on FRM policy analyses/development and two project in capacity building in FRM related to international water basins in EU countries in last 10 years.
- Minimum two years’ experience in working with the Drin riparian countries on water/flood related issues
- Knowledge of one of the three Drin riparian languages

Awarding Criterion and Evaluation Process

The Award criterion is the most economically advantageous tender on the basis of best price / quality ratio.

Offers shall be evaluated as follows:

Offers qualified in terms of exclusion grounds and selection criteria will be further evaluated on the basis of the requirements presented under section “Qualification and Experience”, as follows:

Name of Firm / Participant:			
(1) Criterion	(2) weighting (w)	(3) points of criterion (c)	(4) Score

		100p Base +10p for extra criteria over base up to 50 additional points	= (2) x (3)
Required qualifications			
Minimum fifteen (15) years of experience water and/or flood management	30%		
Minimum seven (7) years of experience in flood management in the EU countries and/or EU financed projects	20%		
Desired qualifications			
Minimum three projects implemented with the scope on FRM policy analyses/development and two project in capacity building in FRM related to international water basins in EU countries in last 10 years.	25%		
Minimum two years' experience in working with the Drin riparian countries on water/flood related issues	15%		
Knowledge of one of the three Drin riparian languages	10%		
Total	100%		

Failure to provide the minimum requirements in any of the above is considered ground for disqualification.

Each section/evaluation criterion is evaluated autonomously. The final scoring of each evaluation criterion is the outcome of its scoring multiplied by the corresponding weighting factor. The overall score of the technical offer is the sum of the final scoring of all the Sections/evaluation criteria. The overall score of the technical offer is calculated on the basis of the following formula:

$$B_i = w_1 \times c_1 + w_2 \times c_2 + \dots$$

For the overall score which will determine the ranking of offers, technical evaluation will be weighted with 90%, and the financial offer with 10%.

The final listing of the most advantageous offers will be made on the basis of the following formula:

$$\lambda_i = 0,9 * (B_i/B_{max}) + 0,1 * (K_{min}/K_i).$$

Where:

- Bmax: the max score received by the best of the technical offers received

- B_i : the score of the technical offer
- K_{min} : The cost of the financial offer with the minimum price offered.
- K_i : The cost of the financial offer

The most advantageous offer is the one with the greater value of Λ .

In case of equality of overall scores, the retained proposal is the one whose corresponding technical proposal received the highest rating.