



# Your Partner in Holistic Governance Solutions

5 GENDER  
EQUALITY



10 REDUCED  
INEQUALITIES

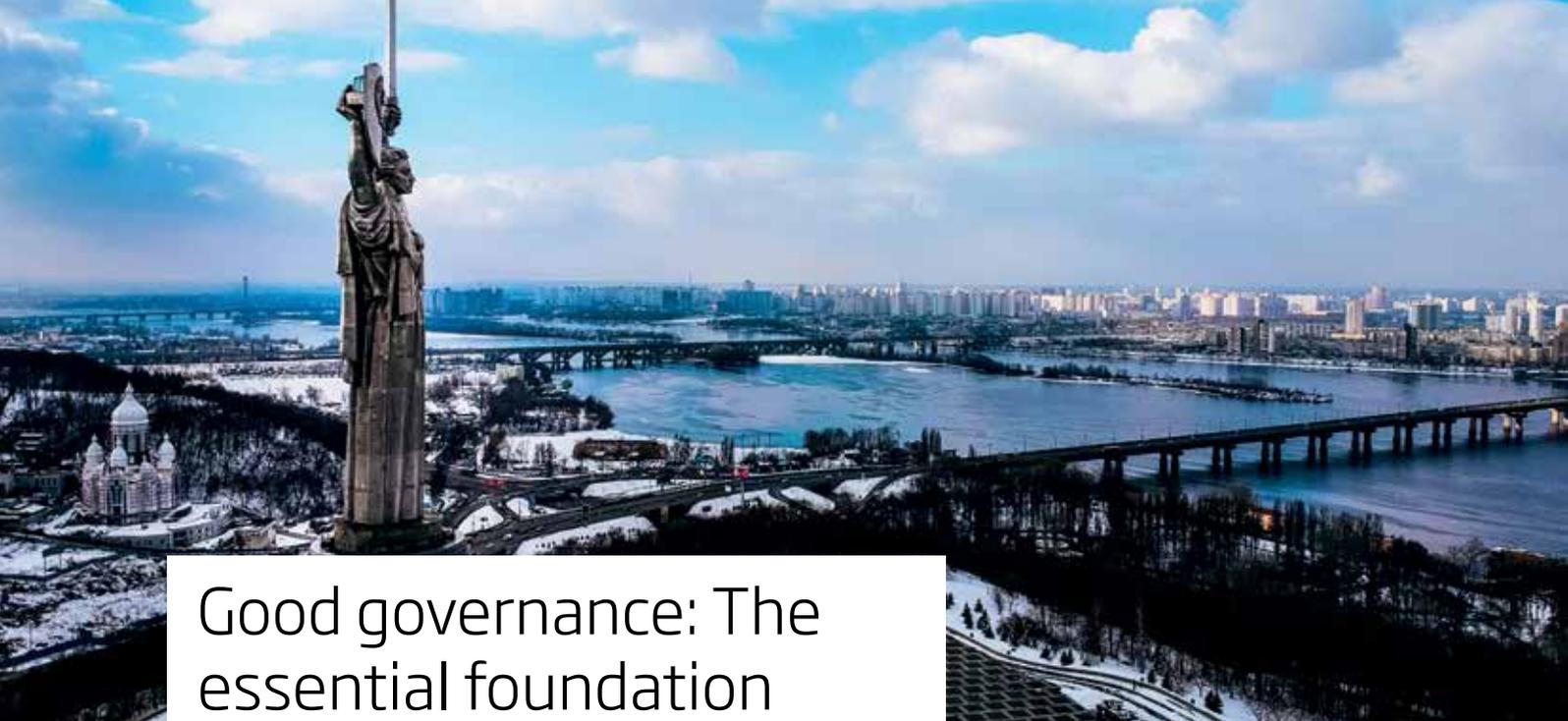


16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS





## Good governance: The essential foundation

Governance is at the heart of many NIRAS projects and plays a supporting role in most others. In this brochure, we present some of our global governance assignments and the services we offer in supporting democratic governance, including; enhancement of the role of civil society; institutional development; decentralisation and support to local authorities; public finance management; rule of law; human rights and gender, as well as peace and security.

**Governance is fundamental to every sector in which we operate, just as human rights principles are an essential means to reach all SDGs.**

NIRAS contributes to just and inclusive societies by pursuing a broad range of approaches promoting good governance and democratic processes. We help increase responsive, inclusive, and participatory planning and representative decision-making at all levels – contributing directly to SDG 16.

Together with key stakeholders, we examine complex situations with dedication. We emphasise socially acceptable solutions and analyse opportunities and alternatives. This approach has earned NIRAS a reputation for delivering cost-efficient governance advisory services of the highest quality that meet our clients' demands.

NIRAS's work in promoting freedom-of-speech initiatives and building institutional capacities of public institutions enables citizens, academia, and decision-makers to be better informed, leading to more inclusive, transparent, and accountable governance. A core strength is our support to civil society and promotion of dialogue with governments, which facilitates citizens' participation in decision-making and leads to improved governance. Linked to this is our work in fighting corruption. Applying a human-rights-based approach to all of our competence areas enables us to make international human rights standards a foundation of our work.

We offer a wide variety of services including capacity-building and institutional strengthening, oversight of district and community development planning and budgeting, and the introduction of effective monitoring and evaluation systems. Our integration of gender perspectives across assignments is showcased in initiatives such as our leadership in gender-responsive budgeting. In managing an emergency response roster, we actively work towards security, peace, and stability. And – through several global training programmes – we build capacities of stakeholders in affected countries and regions with regards to human rights, gender, good governance, peace, and security.



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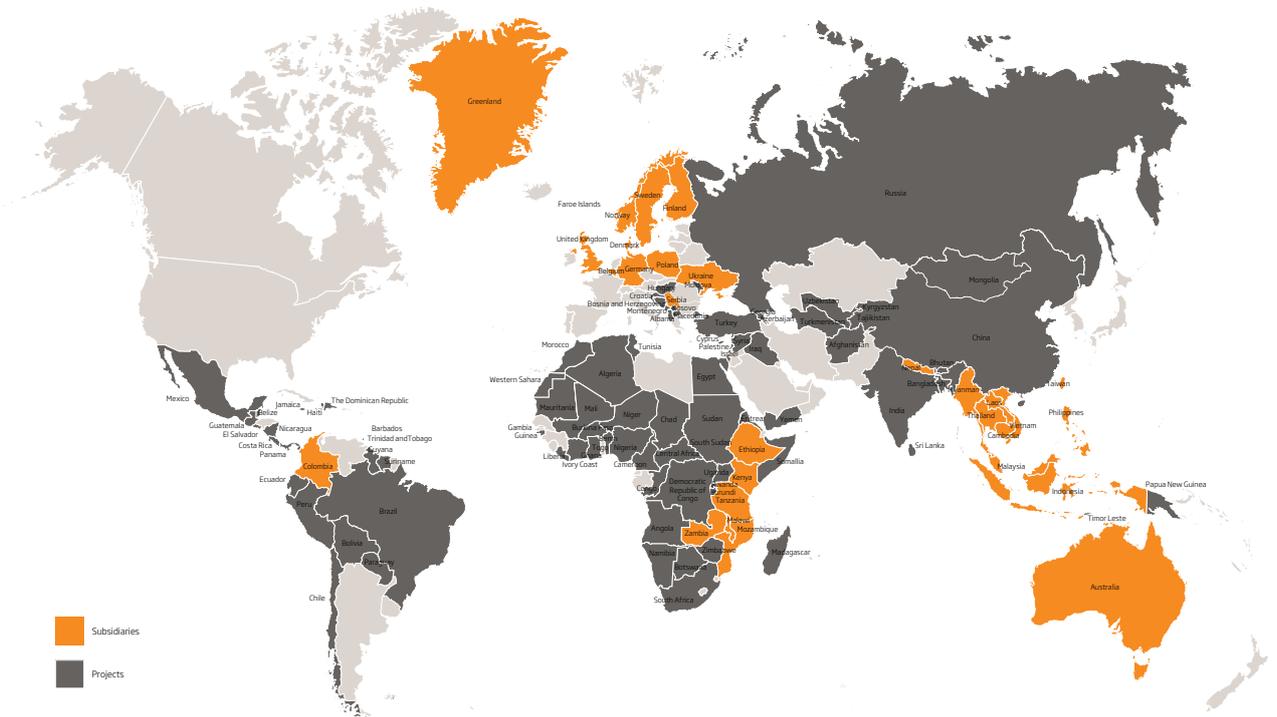
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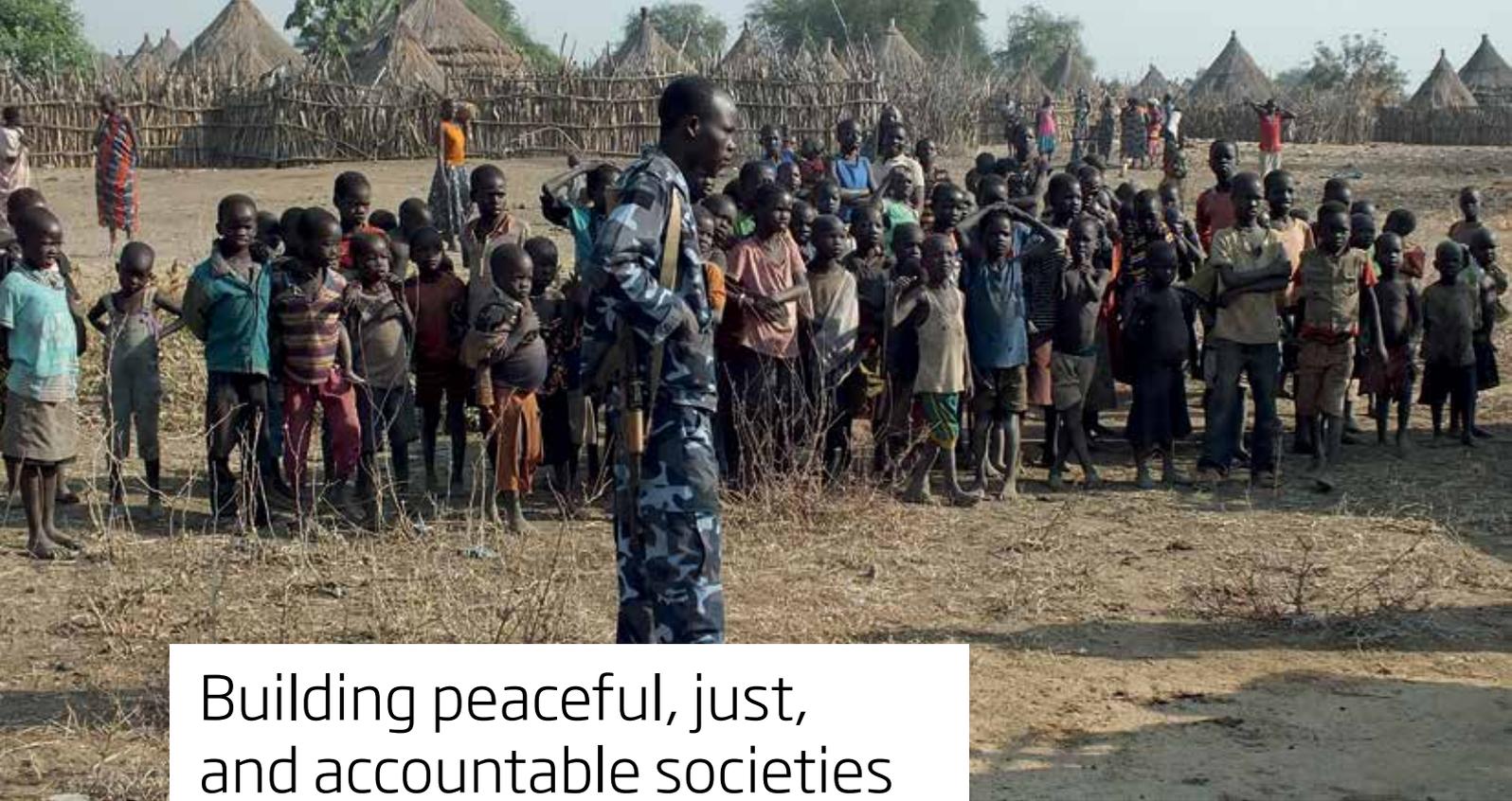
**As lead of a consortium under EU Framework Contracts Lot 3 - "Human Rights, Democracy and Peace" - NIRAS is the largest Nordic firm providing governance services to European Union delegations worldwide.**

**Our organisation**

NIRAS is a multidisciplinary knowledge-based organisation with about 3,000 permanent staff in a variety of sectors, ranging from infrastructure to water and international development. NIRAS International Consulting specialises in managing programmes in development cooperation. We deliver technical assistance to over 100 countries and have a project portfolio of around 300 projects annually.

One of our strengths is the utilisation of the NIRAS group in-house knowledge by working across our various business units to provide innovative and holistic solutions in our services. Based on decades of global experience, we tailor efficient and effective advice with results-oriented service provision, without compromising on good governance principles.





## Building peaceful, just, and accountable societies

For the past 20 years, NIRAS has worked extensively in conflict and post-conflict zones around the world. This experience informs our belief that we must build societies which are open to all, offer just treatment to their citizens, and provide effective, accountable, and participatory governing bodies. Without these elements, social peace will not last, violence may (re)surface, and most development achievements will be lost.

The field of peace- and security-related development cooperation interventions is growing. Most donor countries expect that by 2030 around 70% of the world's poorest populations will live in fragile and conflict-affected areas. As a result, development cooperation interventions increasingly address topics such as conflict prevention and resolution, mediation, as well as state and peace-building. Assistance to fragile states and conflict-affected countries has grown. We understand that these challenges require expertise and experience in working both on and in the midst of conflict; meaning on the one hand the ability to contribute to the prevention, resolution, and mediation of conflicts and the building of stability and long-lasting peace, and on the other hand the ability to successfully implement projects in challenging contexts, affected by (post-)conflict instability and fragility.

NIRAS coordinates and manages many challenging and diverse projects aimed at restoring peace and supporting drivers of sustainable change in conflict-affected areas. While attention rests too

often on short sighted immediate goals, we understand that peace is not necessarily achieved by political treaties and handshakes among leaders. Our approach is to analyse and implement based on the root causes of conflict, bringing all relevant stakeholders together from the grassroots to policy level. Development interventions have the unfortunate potential to escalate conflicts, and we carefully assess the role we play, the change we drive, and the assumptions we make in order to have a positive impact where we work.

### **Our Services:**

- *Democratic governance and rule of law in conflict areas*
- *Support to civil society and government structures*
- *Peace building and conflict mitigation*
- *Institutional and organisational strengthening in fragile settings*
- *Conflict analysis, mapping of conflict drivers*
- *Peace and stabilisation*



## Peace and Stabilisation Response Unit

NIRAS's Peace and Stabilisation Response Unit (PSR) recruits, trains, and deploys Danish experts to international crisis management missions on behalf of the Danish Ministry of Foreign Affairs. Pictured here: members of the European Union Capacity Building Mission in Niameh, Niger (EUCAP). Mission objectives include strengthening the Nigerien security sector's expertise in combating terrorism and organised crime and supporting the security forces' capability to better control migration flows and combat irregular migration and associated criminal activity more effectively.



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**Sustainable development and peace and security are interlinked and mutually reinforcing.**

Project	Place	Client	Years	Value (€)
Administrative Management of Denmark's Peace and Stabilization Response (PSR)	Multi	Danida	2008-2023	6,298,015
Support for South Sudanese Refugees and Host Communities in Uganda	Uganda	KfW	2019-2021	1,050,000
Strategic Programme Management and M&E Support, Kenya Country Programme	Kenya	Danida	2017-2021	1,540,000
Evaluation Manager for the Humanitarian Assistance and Resilience Programme (HARP)	Myanmar	DfID	2017-2020	347,627
Final evaluation of the IcSP project "Restoration of Governance and Reconciliation in Crisis-affected Communities in Ukraine"	Ukraine	EC	2019	42,000
Programme for the Water Sector between South Sudan and the Netherlands - Water for Eastern Equatoria	South Sudan	Embassy of the Netherlands	2013-2019	3,874,077
Mid-term evaluation of the project "Targeted Civil Society Contributions to National and Local Post-Conflict Policies" to address the safety and security challenges for population	Mali	Sida	2018	29,700
Evaluation of UN Women Country programme	Afghanistan	Sida	2017-2018	85,700
Implementing Partner for Strengthening the National Assembly in Mali	Mali	Danida	2015-2017	1,158,800
International Training Programmes in UNSCR1325 Women, Peace and Security	Multi	Sida	2010-2017	7,105,977
Peace Development, Youth Promotion and Fight against Corruption - Peace Fund	Timor-Leste	GIZ	2016-2018	714,000



## Civil society: a strong and critical driver of social change

Civil society provides citizens with the tools and opportunities to make their voices heard and hold duty-bearers accountable. NIRAS believes in the autonomy of local agency and works to support civil societies in influencing decision-making processes, promoting their essential role as both 'societal watch-dogs' and important development actors.

NIRAS prioritises the application of integrated tools and approaches. We encourage local ownership, cooperation, dialogue, and partnerships, fostering inclusive and sustainable civil societies. Through our services, we present guidelines on how to accomplish sustainable change within cooperation, by ensuring measurable objectives and outcomes. We promote civil societies' active participation at the centre of the development process. We base our thinking, design, and implementation on result-based management, the 'Theory of Change' and gender-mainstreaming; and we apply a human-rights-based approach to all our work.

Our in-house staff and our vast network of external experts hold in-depth knowledge and a long track record of working across sectors applying cutting-edge approaches. In Mali, we support civil society in the context of political crisis, recognising youth as drivers of change. We provide grants, capacity, and organisational development to associations and civil society organisations (CSOs) to strengthen community resilience. In Kenya, we have supported civil society in the management of natural resources, reducing livelihood vulnerability, and increasing cooperation between local government and CSOs. The Public Participation and Accountability Facilitation Fund in Vietnam supported local CSOs in enhancing policy dialogue and advocacy, enabling them to engage more effectively in the legislative national processes.



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### Our Services:

- *Formulation, implementation, review, and evaluation of civil society programmes*
- *Capacity development, such as organisational development/ advocacy/financial administration/ participation/non-discrimination.*
- *Results-based management*
- *Monitoring and evaluation*
- *Fund management*

Project	Place	Client	Years	Value (€)
Enhancing Human Rights through Civil Society Support Facility (Phase I-III)	Macedonia	SDC	2013-2022	12,284,272
Civil Society Fund for Support to the Drivers of Change	Mali	Danida	2017-2022	2,141,128
Governance and Civil Society Programme - Training of CSOs	Uganda	GIZ	2019-2021	2,640,545
International Training Programmes in Self-regulation of the Media Sector	Multi	Sida	2017 - 2021	3,324,760
Strengthening and Involvement of Civil Society	Benin	EC	2018-2020	1,599,000
Evaluation of Ford Foundation's BUILD initiative to strengthen Civil Society Organisations	Multi	Ford Foundation	2018-2019	1,475,224
Formulation of the participatory Governance and Civil Society Support Programme	Angola	EC	2018-2019	84,360
Evaluation of CIVICUS, World Alliance for Citizen Participation	Multi	Sida	2017 - 2018	90,967
Study on Promoting and Enabling Environment - for Support via Swedish Civil Society Organisations	Multi	Sida	2018	50,000
Evaluation of support to Finnish Civil Society Organisations	Multi	MFA Finland	2015-2016	449,700
Evaluation of EU Support to Civil Society in Azerbaijan in 2007-2013	Azerbaijan	EC	2014-2016	136,024
TA to the Media and Democratisation Programme in the Eastern Partnerships Countries (Azerbaijan, Belarus and Ukraine) and Turkey (2012-2016)	Regional	Danida	2012-2017	6,216,685
Strengthening Civil Society in Western Communities (PALWECO)	Kenya	MFA Finland	2010-2017	16,600,000
Strengthening Civil Society Organisations in Natural Resource Management	Kenya	Danida	2011-2016	4,398,429
Support to Civil Society Organisations through the Public Participation and Accountability Facilitation Fund	Vietnam	Danida	2012-2015	1,092,000
Evaluation of Norwegian Support through and to Umbrella and Network organisations in Civil Society	Norway, Tanzania, Nepal	Norad	2013-2014	212,732
Evaluation of NGO National Democratic Institute's Programme of 2009 - 2014	Burkina Faso	Sida	2014	84,718

## Enabling civil society to strengthen Macedonian democracy

*NIRAS is currently in the 7<sup>th</sup> year of promoting social change in Macedonia. Initiated in 2013, the Civil Society Support Facility – Civica Mobilitas – strengthens the capacity of CSOs and their constituencies and facilitates the creation of a civil space for mutual interaction.*

*Civica Mobilitas provides grants for projects and research. The grantees have carried out an impressive range of initiatives across Macedonia. Their persistent advocating, lobbying, and protests for social change had a significant impact on the change of government in June 2017, and the new government has been more open to cooperate with civil society in public policy and decision-making.*

*CSOs also address "transversal issues" such as gender, inter-ethnic relations, and migration.*



# DEPARTMENT OF FORESTRY AND RANGE RESOURCES PRIVATE BAG 111 MAUN



## Strengthening institutions

Good governance requires strong and responsible institutions –in the public and private sector as well as civil society – in order to ensure adequate division and fulfilment of roles and responsibilities according to the mandate assigned to each institution. Using a human-rights based-approach and the implementation of gender mainstreaming, NIRAS advises on the development and strengthening of institutions at all levels.

The role of the public sector is to ensure rule of law, responsible regulation of public and common resources, and responsive delivery of public services to citizens and business, be it tax collection, health, education, energy, water supply, agriculture, environment, or any other field requiring common rules and action. When appropriate, public sector institutional development can include decentralisation processes and outsourcing of services.

In order to fulfil their role, public sector institutions must not only have the proper systems in place but also the necessary procedures and tools and adequately trained staff. Capacity-building is an integral part of institutional development, as skills are needed to sustain a broad range of specialist expertise such as policy formulation, human resource development, legislation, and law enforcement as well as technical capacities in specific service delivery and agency. NIRAS's capacity-building efforts are based on a needs analysis and adjusted to the allocation of resources and responsibilities among the different levels of government. At the same time, we provide support to staff for driving and managing change within their organisations using problem-based and adaptive approaches.

### **Our Services:**

- *Assistance in drafting policies, regulatory frameworks, etc.*
- *Advice on good governance*
- *Support for efficient, responsive, transparent and accountable service-providing agencies*
- *Support of E-governance and M&E systems*
- *Strengthening of technical skills and motivation in organisations*

NIRAS's approach to institutional development and capacity-building is always result oriented. We focus on the mandate and strategic goals of the organisation or institution in question, the external and internal contexts in which they operate, staff motivation, and willingness to change. Our technical assistance aims to enhance service delivery, making it more accountable to society and citizens, and to ensure adherence to defined standards and sustainable, economic management of public and common resources.



### Improvement of water supply and sanitation services at Kafubu Water and Sewerage Company

*Kafubu Water and Sewerage Company (KWSC) serves half a million people in the urban parts of the Ndola, Luanshya, and Masaiti districts in Zambia. This institutional development project includes 35 sub-projects and covers the full range of water supply and sanitation management. The first phase included institutional review, design supervision, and tender processing, while the second phase includes the supervision of construction of the facilities. Both phases involved capacity building and training of staff in order to manage the water utility in accordance with national regulations and water quality requirements. The capacity-building programme focused on hands-on training in technical fields such as leak detection, operations and maintenance procedures, as well as sound customer service management.*



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Project	Place	Client	Years	Value (€)
Support to Parliament and Media to strengthen Governance in Agriculture Sector	Malawi	EC	2018-2022	2,000,000
Advanced International Training Programme on Strategic Environmental Assessment (SEA)	Sweden, Vietnam, Rwanda	Sida	2014-2019	6,849,189
Improvement of Water Supply and Sanitation Services - Kafubu Water and Sewerage Company	Zambia	KWSC	2013-2019	5,080,449
TA to Disaster and Emergency Management Presidency (AFAD) Strengthening Institutional Capacity	Turkey	EC	2016-2018	2,740,000
Implementing Partner for Strengthening National Assembly	Mali	Danida	2015-2017	1,157,387
Media and Democratisation Programme in the Eastern Partnerships Countries (Azerbaijan, Belarus, Ukraine, Turkey)	Multi	Danida	2012-2017	6,216,685
Promoting Access to Land	Bangladesh	EC	2012-2017	6,257,145
Consultancy for Institutional Strengthening of Environmental Mainstreaming and Climate Change Initiatives	Mozambique	Danida	2011-2017	2,717,641
Kenya Miti Mingi, Maisha Bora Forest Sector Reform	Kenya	MFA Finland	2009-2017	3,380,000
Joint Scandinavian Evaluation of Support to Capacity Development (country studies: Bosnia and Herzegovina, Cambodia, Kenya)	Multi	Sida	2014-2015	258,762



## Bringing government activity and public finance closer to the citizen

Collected through taxes and fees, the efficient use of a country's financial resources are essential to providing all citizens with high quality public services, whether these be a high school education, postal delivery, or a visit to the local health clinic. Effective public finance management (PFM) ensures the best fiscal and financial outcomes, but also contributes to sustainable development through sound economic management. Good PFM systems are also indispensable in ensuring that aid is properly applied to achieve development goals and to increase national ownership of projects by ensuring they are aligned with national strategies and supported through budget lines.

### **Our Services:**

- *PFM reforms and modernisation of systems*
- *Gender-responsive budgeting*
- *PFM diagnostic work on service delivery*
- *Support for decentralisation processes,*
- *Training of government officials at state and local level*

Decentralisation of public funds - whereby decision-making and service delivery is moved closer to citizens - is essential to improving access to services and engaging citizens and community representatives in the governmental process. More recently, PFM reforms have included transformative processes such as an increased focus on transparency and participation as well as inclusion of gender and social considerations. Economic and political systems that are more aligned with women and men's requirements and needs are more effective and accountable.

Modern PFM systems are those which build on the notion that poverty reduction is best achieved through increasing social inclusion, especially among disadvantaged groups, and advancing gender equality in access to health, education, employment, and entrepreneurship as well as public life.

Project	Place	Client	Years	Value (€)
Ukraine Local Empowerment, Accountability and Development programme (U-LEAD)	Ukraine	EC	2019-2020	4,000,000
Introduction to Gender Responsive Budgeting	Ukraine	Sida	2013-2020	6,700,000
EU Lot 7: Serbia - Support to the Establishment of the National Academy for Public Administration	Serbia	EC	2018-2019	199,786
Good Financial Governance and Support for the National of Auditors (phase I & II)	Mozambique	GIZ	2015-2019	5,628,852
Good Governance and State Reform Programme - Subcomponent "Strengthening of Municipal Performance" and "Citizen-oriented State Reform" (Phase I and II)	Peru	GIZ	2013-2017	2,426,247
Support to Decentralisation and Fight Poverty (phase I & II)	Burundi	GIZ	2011 - 2017	2,611,000
Promotion of Local Governance	Mali	GIZ	2011 - 2014	2,526,706
Promotion of Democratic Decentralisation	Malawi	GIZ	2011-2014	601,000
Decentralisation Programme: Capacity Building to Implement District Development Plans	Mozambique	GIZ	2007 - 2014	3,607,000



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## Local empowerment, accountability and development

Reform of public service provision is key to the successful decentralisation process in Ukraine. The ULEAD programme aims to support this process through the establishment of Administrative Service Centres (ASCs) in all 24 oblasts of Ukraine. Citizens in all parts of the country will receive better access to public services to, for example, register their residency, civil status, or business; apply for ID cards; or access pension fund or employment centre services. The aim is to make ASCs a one-stop shop where

a wide range of governmental administrative services - from notary consultations to passport applications - can be provided. NIRAS will create and upgrade up to 574 ASCs during four rounds, with each round focusing on up to 150 ASCs. The work entails giving institutional support to the centres through the establishment of institutional structures, providing staff training, and raising awareness of service delivery in an inclusive and rights-based manner to all citizens. NIRAS also provides logistical support by procuring furniture, office equipment, and software, as well as setting up electronic queue systems and mobile ASCs.





## Ensuring access to justice for all

Access to fair and impartial justice, especially for the marginalised and disadvantaged, is more than just guaranteeing access to courts or legal representation. It is the ability of all people to pursue and acquire a remedy through formal or informal institutions of justice.

NIRAS supports the notion that access to justice at all levels, be they local, state, or international, is a critical factor for sustainable peace and the promotion of human rights. We also recognise that the assurance of a fair trial provides people a better alternative to violence in resolving individual or political conflicts, and it is an important enabling environment for socioeconomic development.

### **Our Services:**

- *Developing systems and structures for legal aid and counselling*
- *Normative legal protection based on international best practice*
- *Helping individuals understand their rights*
- *Civil society capacity building and oversight*

We have experience in developing sustainable access-to-justice programmes that involve the participation of rights-holders from the outset. In this way, programmes are designed with the interests and needs of the beneficiary in mind. We establish schemes that allow people to pursue justice without fear, at an affordable cost, and with the information and knowledge they need. To increase social mobilisation, we provide awareness-raising services in communities about human rights and the importance of accessible legal services. We also work with civil society organisations that support individuals, groups and communities to claim their rights.

At the institutional level, we assist formal and informal institutions in the fulfilment of their duty to provide remedies for stakeholders and advise how they can inculcate people's trust. We make recommendations to governments on how to formalise legal-aid service more effectively through the construction of legal aid systems and structures that serve as assurance for duty-bearers' accountability.

Project	Place	Client	Years	Value (€)
Enhancing Human Rights through Civil Society Support Facility (Phase I-III)	Macedonia	SDC	2013-2022	12,284,272
Management of a Secretariat to Support Human Rights and International Humanitarian Law NGOs Operation in the Occupied Palestinian Territory	Palestine	Sida, Danida, SDC, Norway, Netherland	2013-2019	3,640,000
Evaluation of Sweden's Support in the Area of Transitional Justice in Guatemala	Guatemala	Sida	2019	78,989
Identification Mission of Capacity-Building, including Key Justice Institutions to Fight Corruption and Impunity	Benin	EC	2018	54,920
Mid-term Review of Diakonia's Human Rights and Democracy Programme 2017-2019	Cambodia	Sida	2018	62,716
International Training Programmes in UNSCR1325 Women, Peace and Security	Multi	Sida	2010-2017	7,105,977
Support to Civil Society Organisations through the Legal Services Facility, Tanzania	Tanzania	Danida	2011-2016	1,973,130

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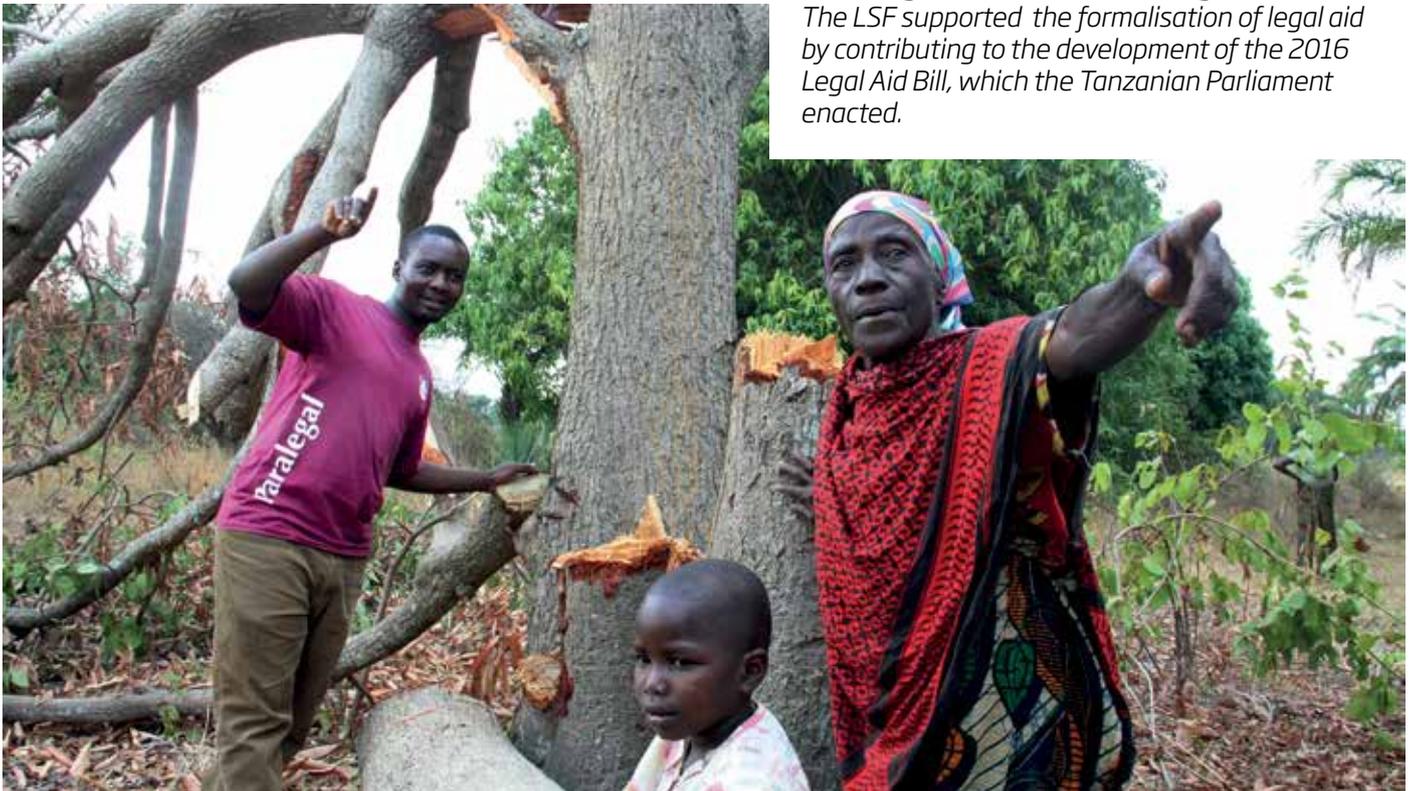
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### Legal Services Facility in Tanzania

*To ensure that people in Tanzania have access to affordable and fair justice, Legal Services Facility (LSF) was established. The programme supported civil society organisations (CSOs) that assisted individuals and communities in claiming their legal rights. NIRAS helped train 4,628 paralegals, and in 2015, they handled approximately 37,000 cases, of which almost 20,000 were brought by women. We also ran awareness-raising campaigns in communities about human rights and how to access legal services. The LSF supported the formalisation of legal aid by contributing to the development of the 2016 Legal Aid Bill, which the Tanzanian Parliament enacted.*





## Bringing human rights and gender equity to the fore

Human rights are fundamental to democratic governance and the privilege of all people regardless of sex, colour, race, language, origin, or any other status. Human rights also concern the fair distribution of power in society and government resources so everyone has the opportunity to affect and take part equally in functions and services. Gender equality is key to economic growth, but also a tremendously important goal in itself. By challenging stereotypical social and gender norms and promoting gender equality, both men and women are able to reach their full potential as individuals.

As an integral part of our human rights and governance work and to ensure a holistic view of development, NIRAS applies a human-rights-based approach and gender mainstreaming to our projects.

Good governance includes the gradual fulfilment of fundamental rights and a reduction in gender gaps. Understanding the specific needs of different beneficiaries is vital to the improvement of service delivery and good governance. We have extensive experience in the design and implementation of projects strengthening individual and institutional capacity to ensure the rights of vulnerable groups.

We use approaches that bolster: human development, social inclusion, and women's economic empowerment; sexual education and reproductive health; women, peace and security; gender equality and corporate social responsibility; and the fight against gender-based violence. We have an in-house gender help-desk to ensure support to all our projects and we apply the 4R method – *Representation, Resource, Reality, and Realisation* – to ensure gender-aware project design and implementation.



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### **Our Services**

- *Integrating the human-rights based approach in project cycle management*
- *Capacity building of national gender institutions*
- *Mainstreaming rights-based and gender-responsive approach, including gender analysis*
- *Establishing frameworks for preventing and combating gender-based violence*
- *Integrating gender budgeting in public finance management*
- *Gender-aware dialogue in relation to social cohesion and peace-building programming*
- *Communication and public-awareness campaigns*

Project	Place	Client	Years	Value (€)
Advisory Service to EC on institutionalizing monitoring of EU Gender Action Plan	Global	EC	2017-2022	2,078,400
Help-desk to EU and EU delegations on applying a gender-aware rights based approach in all project development in accordance with EU policies	Multi	EC	2018-2020	1,403,000
Support to the Ministry of Finance in introducing and institutionalizing gender-responsive budgeting at central, regional, and local levels	Ukraine	Sida	2014-2020	7,521,110
Support to the Agency for Gender Equality to strengthen institutional capacity to implement the National Gender Action plan	Kosovo	Sida	2016-2020	906,420
Support to the establishment of an national Inter-Agency Commission on Gender Equality	Georgia	EC	2017-2019	2,400,000
Management of a Secretariat to Support Human Rights and International Humanitarian Law NGOs operation in the occupied Palestinian territory (oPt)	Palestine	Sida, Danida, SDC, Netherlands, & Norway	2013 -2019	3,632,911
Development of a gender budgeting framework for EU structural funds phase 2021-2027 to be used by all EU Member States	EU	European Institute for Gender Equality	2018-2019	199,930
Gender sensitive Value Chain Mapping and Analysis in Lebanon	Lebanon	UNDP	2018-2019	57,250
Democratic Governance and Human Rights Framework	Multi	Sida	2015-2019	115,093
Support to the Swedish Statistics Bureau in integrating a gender, results-based monitoring and evaluation in their programmes	Sweden	Swedish Central Bureau of Statistics	2015-2018	150,000
Sida FWA in the thematic area of gender equality supporting Sida organisation to mainstream gender aspects in their programming.	Multi	Sida and Swedish Embassies	2010-2017	326,820



### Support for implementing a rights-based approach in the EU

*NIRAS supports the European Commission in the implementation of a gender-responsive right-based approach in all their work. We established a support desk to assist DG DEVCO as well as EU Delegations worldwide on integrating this key approach in the EU's daily work. The support desk provides participatory trainings to enhance knowledge of the approaches. We also assist in the revision of EU action and planning documents. Finally, the support desk works with knowledge management by mapping the state of rights-based approach policies and strategies across the EU and drafting a 'Conceptual Note' as well as a methodological guide for member-states.*

# NIRAS: The next generation consultancy

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