



Request for Proposal (RFP)

CALL FOR CIVIL SOCIETY ORGANIZATIONS IN KOSOVO MONITORING MUNICIPAL ASSEMBLIES IN KOSOVO

for the purpose of awarding the

MOST ACTIVE MUNICIPAL ASSEMBLY MEMBERS

Helvetas invites interested local Civil Society Organizations registered in Kosovo to provide services as described below.

1. Contract description

DEMOS project implemented by Helvetas intends to engage one Civil Society Organisation or a consortium of CSOs to monitor and assess the performance of Municipal Assembly members based on clearly defined and pre-approved criteria. The activity will be implemented in all 38 municipalities of Kosovo throughout 2026 and into early 2027, ensuring comprehensive geographic coverage and consistency in assessment across all Municipal Assemblies. The process will contribute not only to the identification and recognition of the most active Municipal Assembly members, but also to strengthening transparency, accountability, and public trust in local governance.

The purpose of this service is to strengthen accountability and transparency of Municipal Assemblies by engaging a Non-Governmental Organization or a consortium of NGOs to monitor, assess, and document the performance of Municipal Assembly members in all 38 municipalities, and to support the transparent recognition of the most active members.

The required services and scope of the work are listed in the Article 20 of the RfP.

2. Timetable

	DATE	TIME - CET
Tender announcement	26.02.2026	-
Deadline for written enquiries to email procurement.kosovo@helvetas.org	05.03.2026	16:00
Last date for Helvetas to issue clarifications (clarifications can be found in the same link where the tender dossier was posted in Helvetas website)	10.03.2026	14:00
Deadline for submitting offers to procurement.kosovo@helvetas.org ¹	18.03.2026	14:00

¹ Any application received after this deadline will not be considered.

3. Nature of the contract

Service Agreement.

4. Negotiations

Helvetas reserves the right to enter into negotiations with all or part of eligible bidders in order to amend and/or complete their original offers.

Negotiations may concern the technical, financial, legal and other aspects of the contract.

5. Eligibility

Participation is open to all eligible Non-Governmental Organizations registered in Kosovo, excluding public authorities.

A consortium may be a permanent, legally established grouping or a grouping which has been constituted informally for a specific tender procedure. All members of a consortium (i.e. the leader and all other members) are liable to Helvetas, while the leader takes the lead responsibility.

Any team member included in an offer cannot be part of other bidders' offer, in which case they will be excluded from the procedure without further evaluation.

Civil servants and persons elected or appointed in a public function are ineligible to participate as staff or experts in the tender procedure for this contract. Any offer containing any of such persons will be excluded from the procedure without further evaluation.

6. Costs for preparing offers

No costs incurred by the bidder in preparing and submitting the offers are reimbursable. Such costs fall under the responsibility of the bidder, including the costs incurred during negotiating and interviewing process.

7. Sub-contracting

Sub-contracting services to another legal person is not allowed.

8. Provisional commencement date of the contract

March/April 2026 (*exact date to be confirmed upon procurement finalization*).

9. Initial period of execution and possible extension of the contract

Services or works are to be provided between March/April 2026 and 05 May 2027.

10. Evaluation of offers

Each offer will be evaluated in accordance with the criteria and the weighting as detailed below. In the case of offers submitted by a consortium, these criteria will be applied to the consortium as a whole. The criteria for evaluation of services or works will be examined in accordance with the requirements indicated in attachments.

The entire evaluation procedure is confidential. The Technical Evaluation Committee (TEC) decisions are collective and its deliberations are held in virtual session. The members of the TEC are bound to

secrecy. The evaluation reports and written records are for official use only and may be communicated neither to the bidders nor to any party other than Helvetas.

10.1 Eligibility criteria

Only the organisations that provide signed forms below will be processed for further evaluation:

- **Eligibility Documentation Form** (See ELIGIBILITY DOCUMENTATION part below) and
- **Application Form** (See PART 1 – APPLICATION PACKAGE part below)

10.2 Evaluation criteria of eligible offers

Criteria for evaluation of the technical offer

Requirements	Documentary evidence
1. Technical Proposal	Technical proposal (<i>please refer to Annex 1 – Technical Proposal</i>)
2. Proposed Team	Updated CV(s) stating the experience and expertise, accompanied by documentary evidence for the relevant experience . Please refer to Annex 2 .
3. Technical Capacity - The bidder has carried out in the course of the past 5 years (2025, 2024, 2023, 2022, and 2021) at least 3 projects in fields specified in Terms of Reference.	A list of projects according to Annex 3. List of Relevant Projects – Technical Capacity , accompanied by documentary evidence for at least 3 projects relevant to the requirements of this tender . By documentary evidence, this refers to contracts, references or other documentary evidence issued by a contracting authority. Only documentary evidence found to be relevant for the tender's thematic fields will be considered

The bidders that pass the technical evaluation (**min 50% of technical evaluation scoring**) will be processed for further evaluation.

Criteria for evaluation of the financial offer:

Requirements	Documentary evidence
Financial offer according to instructions in PART 2 of this document	Financial offer in EUR

The weighting of the criteria for evaluation of technical and financial offers are as follows:

Criteria	Max points
Technical offer*	70
Technical Proposal	35
Proposed Team	25
Project experience in the past five years	10
Financial offer	30
Total maximum score	100

* Offers will be evaluated using a weighted scoring system combining technical and financial criteria. Technical proposals of lower quality will receive proportionally lower scores, while higher financial offers will receive fewer points under the financial criterion, as specified in the evaluation table.

After evaluation of offers, Helvetas reserves the right to enter into negotiations with all or part of eligible bidders in order to amend and/or complete their original offers.

Contract will be awarded to the economically most advantageous offer. The economically most advantageous offer is established by weighing technical quality against price on a 70/30 basis. Helvetas reserves the right to purchase/contract only part of required services or cancel this tender procedure should it not be satisfied with the quality of offers.

In case of services, having selected an offer partly on the basis of evaluation of the team presented in the offer, Helvetas expects the contract to be executed by these specific individuals. However, additional experts or organizations staff may be proposed/contracted during the implementation period, only after approved by Helvetas.

11. Submission of offers

Offers must be submitted via email in electronic format only in two separate files using the standard forms provided by the Helvetas (PART 1 and PART 2).

TECHNICAL OFFER shall contain:

1. **Signed Eligibility Documentation Form²** – as per ELIGIBILITY DOCUMENTATION part below
2. **Signed Application Form** – as per PART 1 – APPLICATION PACKAGE part below
3. Bidders have to supply the **Technical offer**, accompanied by the following documentation for the bidder:
 - **Technical Proposal (Annex 1)**, accompanied by the following documentation for the bidder:
 - **Updated CVs (Annex 2)** – as per the experience and expertise specified in the ToR including documentary evidence.
 - **Technical Capacity (Annex 3)** - List of Relevant Projects including documentary evidence such as contracts, reference letters issued by the contracting authority/donor.

The name of the file should have the bidder's name, Reference No: HSI NT 180326D and the text 'Technical offer documents' (for example **My Company HSI NT 180326D technical offer documents**). and

FINANCIAL OFFER shall contain:

1. **Signed Financial Offer form** - as per PART 2 - Financial offer part below

The Financial offer must be presented in Euros. The fees proposed in this offer should be all inclusive; the supplier/contractor will cover all costs to perform their tasks (e.g. office accommodation, transport, internet access and equipment, administrative and secretarial support, interpretation etc.). Helvetas is exempt from VAT, thus the fees offered should be without VAT. The contractor is responsible for all other taxes and duties in compliance with the legislation of the country.

The name of the file should have the bidder's name, Reference No: **HSI NT 180326D** and the text

² Electronic copies of eligibility documentation should be provided only by the winning bidder prior to contract signing.

'Financial offer documents' (for example **My Company HSI NT 180326D financial offer documents**).

Both, the technical offer and the financial offer should be **password protected**, different password for each file³. The bidders will be informed in advance once the evaluation date is confirmed so they can stay reachable on that date in order to provide the passwords. During the evaluation process the entitled Technical Evaluation Committee member will call the bidder and ask for the passwords at the spot⁴.

The subject of email should contain only the PRF reference number (for example **HSI NT 180326D**).

The body of the email should contain bidder's official name, address and telephone number.

Offers must be submitted in English language exclusively to the following email address: procurement.kosovo@helvetas.org. Offers submitted after the deadline mentioned under point 2 Timetable of this RFP will not be considered.

The counted official receipt time is the time showing on the email received from the bidder to procurement.kosovo@helvetas.org.

Offers submitted via WeTransfer or any external file transfer platforms will not be considered. If the offer exceeds the permitted email size, it may be submitted in several email batches, clearly indicating in the subject line the **tender reference HSI NT 180326D** and the sequence of emails (e.g., "Email 1 of 3", "Email 2 of 3", etc.), to ensure completeness and proper registration of the of the submission.

12 Alteration or withdrawal of applications

Candidates may alter or withdraw their offers by written notification prior to the deadline for submission of tenders. No offer may be altered after this deadline.

Helvetas retains ownership of all offers, which have not been withdrawn. Consequently, bidders do not have the right to have their offers returned to them.

13 Validity of offers

Bidders are bound by their tenders for 90 days after the deadline for submitting offers. In exceptional cases, before the period of validity expires, the Helvetas may ask bidders to extend the period of validity for a specific number of days, which may not exceed 40.

14 Signature of the contract(s)

Within 5 days of receipt of the contract already signed by the Helvetas, the selected bidder shall sign and date the contract. Failure of the selected bidder to comply with this requirement may constitute grounds for annulling the decision to award the contract. In this event, the Helvetas may award the tender to another bidder or cancel the tender procedure.

³ Offers received without password will not be considered for evaluation

⁴ If the bidder is not reachable on the phone during the evaluation process, the offers will not be considered for evaluation

15 Terms of payments

Helvetas is not a payer of value added tax (VAT). Prices in the application must be submitted, taking into account all expenses.

Any payments will be made via bank account transfer to the winner of the tender in EUR within a maximum of 30 working days from the date of acceptance of services or works. Cases of non-performance of obligation and their legal consequences will be separately indicated in the contract.

16 Terms of cooperation

In the case of a contracting, the parties will have to perform according to the established time and in accordance with Helvetas – Service provider contract. Helvetas has the right to increase or decrease the number of services. Helvetas has the right to choose a supplier/ implementer on the given offer according to its own discretion. Helvetas has the right to re-formulate the Request for Proposal (RFP) to its own discretion, if any additional items are needed. In case of failure or non-compliance with contractual obligations, Helvetas has a unilateral right to terminate the contract without incurring any legal obligation.

The Applicant has to be familiar with all instructions, forms and requirements mentioned in the RFP documents. The responsibility for the submission of the offer in accordance to these requirements lies entirely with the Applicant.

Helvetas signs a purchase order/contract with the winning bidder. The contract will come into force upon signature by both parties.

17 Ethics clauses/Corruptive practices

Bidders making false declarations may be subject to financial penalties representing 10% of the total value of the contract being awarded. This rate may be increased to 20% in the event of a repeated offence.

Any attempt by a organisation to obtain confidential information, enter into unlawful agreements with competitors or influence the TEC or the Helvetas during the process of examining, clarifying, evaluating and comparing offers will lead to the rejection of its offer and may result in penalties as described above.

Organisations must not be affected by any conflict of interest with other bidders or parties involved in the project. Helvetas reserves the right to suspend or cancel the RFP procedure and/or purchase order/contract if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract.

Organisations will be rejected or contracts terminated if it emerges that the award or execution of a contract has given rise to unusual commercial expenses. Such unusual commercial expenses are commissions not mentioned in the main contract or not stemming from a properly concluded contract referring to the main contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a payee who is not clearly identified or commissions paid to a organisation which has every appearance of being a front organisation.

Contractors found to have paid unusual commercial expenses related to this project are liable, depending on the seriousness of the facts observed, to have their contracts terminated and/or be penalised.

The Helvetas reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the contract, Helvetas may refrain from concluding the purchase order/contract and/or terminate the purchase order/ contract.

18 Operational language

All written communications for this tender procedure and purchase order/ contract must be in English.

19 Additional information

The conclusion of the tender and the award of any contract are subject to the availability of funds. Helvetas reserves the right to annul this tender procedure at any time, without any liability on its side.

20. Terms of Reference**TERMS OF REFERENCES****CALL FOR CIVIL SOCIETY ORGANIZATIONS IN KOSOVO****Monitoring Municipal Assemblies in Kosovo***for the purpose of awarding the***Most Active Municipal Assembly Members**

Duration	March 2026 – May 2027
Location	Kosovo, all 38 municipalities
Type of contract	Service contract (<i>one contract will be awarded</i>)
Eligibility	CSOs registered in Kosovo

BACKGROUND

The Decentralisation and Municipal Support Program (DEMOS), implemented by HELVETAS Swiss Intercooperation (HELVETAS Kosovo), has the overall objective of “Improved performance of municipalities in governance, management and services contributing to increased citizens’ satisfaction.” The program pursues this objective through three main outcomes: **1)** The Municipal Performance Grant (MPG) is credible, effective and institutionalized, as well as fully implemented by the Ministry of Local Government Administration (MLGA) with further public engagement; **2)** Local oversight by relevant municipal bodies is improved, and citizen engagement mechanisms are functionalized by increasingly involving civil society and marginalized groups in municipal decision-making; **3)** The policy and legal framework is more conducive for decentralized local governance and for rule-based financing of municipalities.

The third phase of the DEMOS project was implemented during the period 2022 to 2025, focusing on strengthening municipal performance, accountability, and citizen satisfaction in local governance. Building on the results achieved, DEMOS will continue its support from January 2026 until June 2027, with a focus on further strengthening the Performance Management System and the Municipal Performance Grant as key mechanisms for enhancing transparency, accountability, and effectiveness of local governance in Kosovo. The programme will continue to work with partner municipalities and the Ministry of Local Government Administration to advance decentralisation reforms, strengthen oversight and citizen engagement, and promote the consolidation and communication of achieved results.

Under Outcome 2, DEMOS strengthens local accountability by enhancing the capacity of Municipal Assemblies to exercise effective oversight over municipal executives and to foster meaningful citizen engagement in decision making processes. During the third phase of the project, a key initiative was the introduction of the Municipal Assembly Award in 2023, designed to incentivise proactive oversight and active engagement with citizens. Building on this experience, the project will continue to collaborate with Municipal Assemblies and civil society to recognise and reward the most active assembly members for their efforts in promoting citizen participation and fulfilling their oversight responsibilities.

To ensure a transparent, objective, and credible process, the project intends to engage one Civil Society Organisation or a consortium of CSOs to monitor and assess the performance of Municipal Assembly

members based on clearly defined and pre-approved criteria. The activity will be implemented in all 38 municipalities of Kosovo throughout 2026 and into early 2027, ensuring comprehensive geographic coverage and consistency in assessment across all Municipal Assemblies. The process will contribute not only to the identification and recognition of the most active Municipal Assembly members, but also to strengthening transparency, accountability, and public trust in local governance.

OBJECTIVE

The objective of this assignment is to strengthen accountability and transparency of Municipal Assemblies by engaging a Civil Society Organisation or a consortium of CSOs to monitor, assess, and document the performance of Municipal Assembly members in all 38 municipalities, and to support the transparent recognition of the most active members.

TASKS AND ACTIVITIES

The selected Civil Society Organisation or consortium of CSOs will be responsible for the following tasks:

a) Finalisation of Methodology and Implementation Planning

- i. Review and finalize the draft methodology including the full set of indicators covering the three thematic areas of assessment. Provide recommendations for improvement and finalise the methodology in consultation with DEMOS.
- ii. Develop a detailed implementation plan for the application of the final methodology, covering monitoring aspects, field-based monitoring, data verification procedures, quality assurance mechanisms, timeline, and coordination arrangements.

b) Develop of the Monitoring and Assessment Tools

Develop all necessary working documents and tools required for effective implementation of the methodology, including but not limited to:

- i. Assessment forms incorporating indicators, scoring system, weighting, and calculation formulas.
- ii. Standardised monitoring templates for Municipal Assembly sessions, oversight activities, field engagement of MA members, and online activities.
- iii. Reporting templates for assessing MA members' performance at individual level, municipal level, and national level, disaggregated according to the categories defined in the methodology.
- iv. Public communication activities will be planned and implemented in close coordination with DEMOS and its specialised communication contractor and DEMOS communication officer.
- v. Any additional tools or instruments deemed necessary by the selected CSO(s) to ensure a robust and transparent monitoring and assessment process.

c) Monitoring and Assessment of Municipal Assembly Members

The selected Civil Society Organisation or consortium of CSOs shall carry out systematic monitoring and assessment of Municipal Assembly members across all 38 municipalities in Kosovo, in accordance with the approved methodology and implementation plan. Participation levels may vary based on municipal interest. Nevertheless, the Contractor shall demonstrate proactive engagement, coordination, and systematic follow up to maximize participation across all municipalities. The bidder shall elaborate in the Technical Proposal, under the section on Risk Assessment and Mitigation, the concrete approach,

outreach strategy, and mitigation actions foreseen to address potential non-participation of municipalities.

In case not all municipalities participate, payment shall be made only for the number of municipalities effectively engaged during the course of implementation, in accordance with the agreed unit price.

This shall include:

- i. Regular monitoring of Municipal Assembly sessions, relevant meetings, and other official proceedings relevant to the oversight function of Municipal Assemblies.
- ii. Monitoring of individual Municipal Assembly members' participation, contributions, voting behaviour, oversight initiatives, questions raised, policies submitted, and other formal activities as defined in the methodology and performance indicators.
- iii. Monitoring of field engagement activities of Municipal Assembly members, including public consultations, community meetings, field visits, and interactions with citizens.
- iv. Monitoring of online and public communication activities of Municipal Assembly members where relevant to the assessment criteria.
- v. Collection, verification, and documentation of evidence supporting the scoring and assessment of Municipal Assembly members.
- vi. Ensuring impartiality, transparency, and consistency in the application of the assessment criteria across all municipalities.
- vii. Maintenance of a structured database of monitoring data and supporting documentation to ensure traceability and auditability of results.

d) Performance and Award Report

Prepare and submit a comprehensive Performance and Award Report presenting the overall findings of the monitoring and assessment process. The report shall include a description of the methodology applied, analysis of performance results, comparative data, graphs and visual presentations, key trends, and main findings at municipal and national level. The report shall clearly present the results of the assessment and the identification of the most active Municipal Assembly members in line with the approved criteria. It shall also include key lessons learned and recommendations for strengthening Municipal Assembly performance and accountability mechanisms. The report shall be in all three languages (*Albanian, Serbian, English*). The report outline will be discussed and agreed with DEMOS and will be officially published and presented during the award ceremony.

e) Organisation of the Final Award Ceremony

Organise and coordinate the final Award Ceremony for the official presentation of the performance and award in recognition of the most active Municipal Assembly members. The selected CSO or consortium of CSOs shall be responsible for the overall planning and logistical coordination of the event, including preparation of the event concept and agenda, identification and invitation of participants, coordination with awarded members and municipalities, preparation of presentation materials, and on-site event management. The organisation of the ceremony shall be carried out in close coordination with DEMOS and its communication officer to ensure alignment with visibility, transparent presentation of results, proper recognition of award recipients, and appropriate public visibility of the initiative.

f) Reporting and Documentation

Submit regular progress reports to DEMOS, that includes quarterly performance reports on Municipal Assembly members. Reports shall present progress, trends, identified challenges, number of municipalities participating, mitigation measures, lessons learned, and practical recommendations. Reporting templates shall be developed by the contractor and approved by DEMOS.

REPORTING AND DELIVERABLES

The selected Civil Society Organization or consortium of CSOs shall submit the following deliverables to DEMOS:

- I. **Final Methodology**, including the approved indicators, scoring framework, and risk assessment with mitigation measures.
- II. **Detailed Implementation Plan**, outlining the monitoring approach, timeline, data collection methods, verification procedures, and coordination mechanisms.
- III. **Monitoring and Assessment Tools**, including all working documents, assessment forms, monitoring templates, reporting formats, and communication materials required for implementation.
- IV. **Regular Progress Reports**, submitted on a quarterly basis, presenting implementation progress, preliminary findings, challenges, and recommendations.
- V. **Annual Performance and Award Report**, presenting consolidated assessment results at municipal and national level, including analysis, comparative data, visual presentations, and identification of the most active Municipal Assembly members. This report will be officially published and presented at the award ceremony.
- VI. **Organization of the Final Award Conference**

ELIGIBILITY CRITERIA

Civil Society Organisations or consortia of CSOs applying for this assignment must meet the following minimum eligibility requirements:

1. Legal Status

- Be a **legally registered** Civil Society Organisation in Kosovo.
- In case of a consortium, all members must be **legally registered entities**, and a lead organisation must be clearly designated.

2. Organisational Experience

- At least **five years** of proven experience in governance, local government, public accountability, transparency, or local oversight.
- **Demonstrated experience** in monitoring and evaluation, performance assessment, research, or policy analysis.
- **Experience** working with and monitoring Municipal Assemblies.

3. Technical Capacity

- Proven **capacity to develop** and implement monitoring methodologies, including indicator-based assessment frameworks.
- **Experience in data collection**, verification, analysis, and reporting at municipal or national level.
- Ability to produce **analytical reports** with quantitative and qualitative findings.

4. Human Resources

The proposed team must include, at minimum:

- A **Team Leader** with demonstrated experience (*at least 5 years of experience*) in governance, public administration, monitoring and evaluation, or related fields. The Team Leader shall hold a **university degree** in public administration, political science, law, social sciences, or a related discipline, and demonstrate proven experience in leading similar assignments, developing assessment methodologies, managing teams, and producing analytical reports. Strong coordination, communication, and reporting skills are required.
- A **Performance Expert** with at least 3 years of professional experience in evaluation, monitoring systems, performance assessment frameworks, or institutional oversight mechanisms. Experience in monitoring and evaluation of public institutions, municipal governance, municipal assemblies, parliamentary monitoring, or similar structures is required. Relevant **university degree** in public administration, political science, social sciences, statistics, is required
- **Field monitors** with experience (*at least 3 years of experience*) in monitoring municipalities and/or municipal assemblies, parliamentary monitoring or other public institutions. The **organisation shall demonstrate adequate staffing levels**, geographic coverage capacity, and logistical arrangements to effectively implement activities across all 38 municipalities.
- Proven capacity to manage activities across all municipalities.

For the Team Leader, Performance expert, Field Monitors, please **provide updated CVs** including **references or any other documentary evidence describing the experience**. If employed by the organization, please provide a letter describing the **years of engagement, professional experience, expertise and involvement in activities** similar to those described in this ToR.

5. Operational and Financial Capacity

- Demonstrated organisational and financial capacity to manage a service contract of similar size and scope.
- Ability to ensure independence, impartiality, and confidentiality in conducting the evaluation and assessment

ELIGIBILITY DOCUMENTATION FORM

LIST OF REQUIRED DOCUMENTS

Eligibility criteria

Requirements	Documentary evidence
The bidder is registered	The full Registration certificate
VAT number / Fiscal Number	VAT or Fiscal Number Certificate
The total turnover of the NGO over the past 3 years (2025, 2024 and 2023) must be equal to or exceed 200,000 Euro	Annual Tax Statements on income tax (TAK) or Audit Reports for the requested years. In cases where the audit for 2025 has not yet been finalised, the organisation shall submit the most recent available financial statement or an official document indicating the total annual income for 2025. Helvetas reserves the right to request the final audit report once it becomes available.
The bidder has no open case of a dispute, an execution procedure, reorganisation, bankruptcy or insolvency procedure	A valid proof issued by a competent judicial or administrative authority (not older than 6 month)
All taxes paid	A valid tax administration certificate or a valid agreement signed with the Tax Administration to repay the outstanding debts.

STATEMENT⁵

I, the undersigned (for consortiums, **every consortium member should sign a separate statement as part of this application**) hereby declare that we have in possession all documents listed above. **All documents are valid as requested in the table above and hard copies or electronic copies can be delivered if awarded with the contract. There is no need to provide the documents at the time of application.**

Signed on behalf of the bidder

Name	
Signature	
Date	

⁵ Statement should be signed by each member of consortium, if a consortium.

PART 1 – APPLICATION PACKAGE

APPLICATION FORM⁶

1 SUBMITTED by (i.e. the identity of the bidder)

	Name(s) of entity(ies) making this application	Nationality
Leader		
Member 2 ⁷		
Member 3 ...		

2 CONTACT PERSON (for this application)

Name	
Organisation	
Address	
Telephone	
e-mail	

3 STATEMENT⁸

I, the undersigned, the authorised signatory of the above bidder (for consortiums, **every consortium member should sign a separate statement as part of this application**), hereby declare that we have examined the tender dossier for the contract referred to above. We hereby accept its provisions in their entirety, without reservation or restriction.

We agree to become one of the parties of the framework contract and to submit an offer whenever requested by the Helvetas in accordance with the terms of the tender dossier and the conditions laid down, without reservation or restriction.

We are making this application for this tender in our own right. We confirm that we are not tendering for the same contract in any other form. We understand that our consultants may be excluded if we propose consultants who have been involved in offers of other bidders.

We are fully aware that, for consortiums, the composition of the consortium cannot be changed in the course of the tender procedure, unless Helvetas has given its prior approval in writing. We are also aware that the consortium members have joint and several liabilities towards Helvetas concerning participation

⁶ Please do not change the format of the Application Form

⁷ Add/delete additional rows as appropriate

⁸ Statement should be signed by each member of consortium, if a consortium.

in the above tender procedure and any contract awarded to us as a result of it.

We will inform Helvetas immediately if there is any change in the above circumstances at any stage during the implementation of the contract. We also fully recognise and accept that any inaccurate or incomplete information deliberately provided in this application may result in our exclusion from this and other contracts funded and/or managed by Helvetas and that penalties may be applied as specified in the tender dossier.

We note that the Helvetas is not bound to proceed with this tender and that it reserves the right to award only part of the contract and that it will incur no liability towards us should it do so.

Signed on behalf of the bidder

Name	
Signature	
Date	

Annex 1.

Place your organization logo

TECHNICAL PROPOSAL

Monitoring Municipal Assemblies in Kosovo

for the purpose of awarding the

Most Active Municipal Assembly Members

*Strengthen performance, accountability and transparency of Municipal Assemblies
in all 38 municipalities in Kosovo*

Submitted by:

Contact person:

Contents

A.	Introduction (not more than 1 page).....	18
B.	Understanding of Terms of Reference Services (1-2 pages)	18
C.	Methodology and Approach (3-4 pages)	18
i.	Methodology.....	18
ii.	Monitoring Framework.....	18
iii.	Monitoring Modalities	18
D.	Implementation Plan (including a timeline)	19
E.	Risk assessment and Mitigation.....	19
F.	Proposed Team.....	19
G.	Quality Assurance.....	4

A. Introduction (not more than 1 page)

The Introduction should briefly present the applicant organisation and/or consortium and its overall understanding of the assignment within the framework of the DEMOS programme and the ToR and suitability to carry out this service. It should outline the relevance of strengthening Municipal Assembly oversight and accountability in Kosovo and explain the purpose of monitoring and assessing Municipal Assembly members in a transparent and objective manner. The section should set the context for the proposal by highlighting the importance of credible performance monitoring for enhancing citizen trust, institutional accountability, and good local governance, while also acknowledging the political and operational sensitivities of the assignment.

B. Understanding of Terms of Reference Services (1-2 pages)

This section should demonstrate a clear understanding of ToR's objectives, particularly in strengthening local accountability and oversight mechanisms. It should explain the role of Municipal Assemblies in exercising oversight over municipal executives and promoting citizen engagement, and underline the importance of transparent, objective, and performance-based monitoring to enhance accountability and public trust. It should also reflect awareness of key challenges in monitoring Municipal Assemblies, including variations in practice across municipalities, access to information, and consistency in assessment, as well as acknowledge potential political sensitivities associated with evaluating elected representatives and propose appropriate mitigation measures to ensure impartiality and credibility.

C. Draft Methodology and Approach (3-4 pages)**i. Methodology**

This part should include and elaborate parts from the draft methodology (annex 4), ensuring clarity, objectivity, and consistency for the implementation of the assignment. (The DEMOS Project reserves the right to request the selected bidder to revise and finalize the proposed methodology, if deemed necessary).

ii. Monitoring Framework

The proposal should outline the overall assessment framework, including the structure of indicators, scoring methodology, weighting system, and calculation logic to ensure objective and comparable results across municipalities. It should also explain how data triangulation and verification mechanisms will strengthen accuracy, credibility, and consistency of the assessment.

iii. Monitoring Modalities

This part should describe the monitoring approaches of municipal assemblies and municipal assembly members in particular, including data collection methods, documentation review, observation of Municipal Assembly sessions, and engagement tracking, meetings, etc. It should clarify verification procedures and quality assurance mechanisms to ensure reliability, impartiality, and consistency throughout the monitoring period.

D. Tentative Implementation Plan (*including a timeline*)

The proposal should present a clear and realistic implementation plan covering the entire assignment period, including key phases, milestones, and quarterly reporting cycles. It should explain how monitoring activities will be organised across all 38 municipalities, monitoring database, detailing geographic coverage, deployment of field monitors, coordination mechanisms, regular meetings with MAs ,and communication arrangements with DEMOS and relevant stakeholders to ensure smooth, consistent, and timely implementation. To better understand the proposal, the proposed plan should include information from commencement phase to the final award ceremony.

E. Risk assessment and Mitigation

*This section should present a structured assessment of potential operational, political, technical, and reputational risks that may affect the implementation of the assignment. It should **include a clear table** outlining **identified risks, their likelihood or probability, potential impact, and corresponding mitigation measures**, demonstrating the applicant’s awareness of sensitivities related to monitoring elected representatives and its capacity to ensure continuity, impartiality, and credibility throughout the process.*

F. Proposed Team

Please indicate the names of key staff for the implementation, including brief information on their experience, expertise and suitability. (Their updated CVs should be attached with technical proposal in the format given in the application package – Annex 2).

G. Quality Assurance

This section should briefly describe the internal quality control procedures that will ensure accuracy, consistency, unforeseen situations, and reporting throughout the assignment.

Annex 2. The CVs should use the format below⁹

CURRICULUM VITAE

Proposed role in the project:

Family name:

First names:

Date of birth:

Nationality:

Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s)/Certificate(s) obtained:

Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

Membership of professional bodies:**Other skills:** (e.g. Computer literacy, driving license, etc.)**Key qualifications:** (Relevant to the project)**Professional experience:**

Ref no. ¹⁰	Date from - Date to ¹¹	Location	Company & reference person ¹² (name, email)	Position	Description

⁹ Do not change the format of the CV¹⁰ Please clearly mark the reference number in the CV on the relevant documentary evidence.¹¹ In case of part time work or consultancy, please indicate both the overall and NET working period¹² The Helvetas reserves the right to contact the reference persons. If you cannot provide a reference, please provide a justification.

Other relevant information (e.g., Publications)

Annex 3. List of Relevant Projects – Technical Capacity

No.	Project title	Donor / Contracting Authority	Total Project Value (EUR)	Role (Lead / Co-Lead / Partner)	Description of Relevant Activities (linked to ToR)
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Annex 4

Draft Methodology on Monitoring and Rewarding the Most Active Municipal Assembly Members

Background

The Law on Local Self Government establishes the legal basis for a sustainable local self-government system in Kosovo. The highest bodies of the municipality are the Municipal Assembly and the Mayor. The Municipal Assembly is the highest representative body consisting of elected members, while the Mayor is the executive authority elected through direct elections.

The most recent local elections were held in October 2025. The newly constituted Municipal Assemblies reflect new political compositions, shifts in majority and opposition dynamics, and a significant number of first-time elected members.

Given the new mandate and the need to strengthen oversight, representation and legislative performance, this methodology establishes a structured monitoring and evaluation framework covering all 38 municipalities in Kosovo.

The purpose of the activity is to promote accountability, improve citizen engagement, strengthen assembly contributions, and enhance oversight over municipal executive bodies.

Methodology

The aim of this service is to increase accountability and incentivize Municipal Assembly members to perform their functions effectively in three core areas:

1. Representation
2. Legislative role
3. Oversight role

Monitoring and evaluation shall be conducted through a standardized Performance Monitoring Index covering all Municipal Assembly members in the 38 municipalities. The indicators might be revised prior to start of the monitoring. Any changes to the indicators must be elaborated in the revised methodology.

Scope of Monitoring

The winning bidder shall further elaborate on the points above.

- All 38 municipalities in Kosovo
- All elected Municipal Assembly members, excluding positions formally exempted for neutrality if required
- One full annual evaluation cycle
- Municipalities shall be categorized as large, medium and small only for scoring differentiation purposes as defined in the Performance Monitoring Index. Categorize this part in table.

Indicators to Evaluate Municipal Assembly Members

The evaluation of Municipal Assembly members shall be conducted exclusively based on the Municipal Assembly Performance Monitoring Index (to be shared with the winning bidder). The Index is structured around three core functional roles of Municipal Assembly members and applies to a weighted scoring system with a maximum of 100 points. The minimum score for an assembly member to be qualified for the award shall be 50 points out of the maximum score of 100 points. The Performance Monitoring Index

may be technically refined in agreement with the Contracting Authority prior to commencement of monitoring.

The prepared draft by EC will be sent to the municipal assembly of the respective municipalities for their information and remarks (approval).

1. Representative Role (4 indicators) – Weight: 40 percent
2. Legislative Role (3 indicators) – Weight: 30 percent
3. Oversight Role (2 indicators) – Weight: 30 percent

Composition of Evaluation and Complaints Bodies

An **Evaluation Committee** shall be established consisting of:

- Representatives from one or two CSOs
- 2 Municipal representatives (head of assembly and a member of parliamentary group)
- One member/observer from the contracting authority

A **Complaints Committee** shall be established to review any complaints submitted within a defined timeframe.

- Representatives from one or two CSOs
- 2 Municipal representatives (head of assembly and a member of parliamentary group)
- One member/observer from the contracting authority

The methodology will also explain how the committees will function, how many meetings to be organized and any other relevant information.

Mode of operation

The bidder shall propose a detailed operational model. The preferred approach is a dual monitoring model consisting of attendance at Assembly sessions and field monitoring of MA member engagement activities - e.g., in social networks – and draft reports based on the information gathered during Municipal Assembly sessions and MA members' work in the field which will provide an analysis and reflection of MA members' performance and impact.

Award

It is also envisaged that more than one reward will be given. In order to have as many inclusion of different groups as possible of MA members, three rewards will be given; 1) **active member**, 2) the **most active woman member** and 3) the **most active new member**. The final decision on the award will be taken with DEMOS project.

PART 2 - FINANCIAL OFFER**FINANCIAL OFFER**

Helvetas is exempt from VAT, thus the cost should be without VAT. The contractor is responsible for all other taxes and duties in compliance with the Law of the country.

Services Items – specifications	Qty	Price unit / Euro	Total
Updated Methodology <i>(review and finalisation of the assessment framework, refinement of indicators and scoring system, risk assessment and mitigation measures)</i>	1		
Monitoring and Evaluation of the Municipal Assemblies¹³ <i>(ongoing monitoring and assessment, scoring and data verification, field visits, meetings with assembly members, and implementation across all 38 municipalities)</i>	38		
Annual Performance and Award Report <i>(drafting, analysis, preparation of graphs and visual materials, translation, editing and design)</i>	1		
Final Award Conference <i>(concept development, agenda preparation, participant coordination, preparation materials, event management including interpretation and technical equipment, and preparation of award plaques)</i>	1		
Total cost (sum of units)			

Signed on behalf of the bidder

Name	
Signature	
Date	

¹³ Payment to the Service Contractor shall be made only for municipalities that actively participate in the monitoring process. No payment shall be due for municipalities that do not participate, regardless of the reason for non participation.