

Terms of Reference

Contract Title:	Evaluation of the Core Support to KCSF and the 1 st phase of the Pooled Funding Mechanism/EJA Kosovo program
Program:	Core Support to KCSF & EJA Kosovo

ABOUT KCSF

The Kosovar Civil Society Foundation (KCSF) is an independent, not-for-profit organisation focused in supporting local civil initiatives leading to a strong civil society movement that will promote a democratic culture and will be responsive to the socio-economic needs of Kosovo, with a strong focus on supporting and contributing to the European Union integration Process. KCSF provides support to civil through re-granting mechanisms and systems, capacities and knowledge for the sector through the Resource Center, as well as advocates for and defends civic space and the environment of operation for civil society in Kosovo and beyond, through policy research and mobilization.

For more than two decades of operation, KCSF has supported financially hundreds of civic initiatives and organizations, built knowledge and capacities of thousands of civil society activists from Kosovo and the Western Balkans through basic and advanced trainings, undertook extensive research and published reports to provide evidence based arguments to the policy making process, mobilized civil society organizations to defend and advance civic space in Kosovo and the region, and promoted champions of democracy through its annual Democracy Award.

PURPOSE OF THE EVALUATION

KCSF is completing in the end of 2023 two interrelated grants that are at the core of its programmatic work: 1) the Core Support to KCSF, and; 2) the first phase of the Pooled Funding Mechanism/EJA Kosovo program. The Core Support to KCSF Programmatic Strategy is a grant provided by the Swedish International Development Cooperation (Sida) to enable KCSF to deliver its organizational strategy and successfully implement its vision for the period from 1st of March 2020 until 31st of December 2023. The Pooled Funding Mechanism/EJA Kosovo program is a KCSF re-granting program for civil society organizations designed as a pooled funding mechanism through the support of the Swiss Agency for Development and Cooperation (SDC), Sida and the Government of Luxembourg, with its first phase implemented in the period 1st of October 2019 until 31st of December 2023.

With both grants being interrelated and having similar characteristics in terms of time-frame of implementation, target groups, overall goals, other stakeholders involved and donors, KCSF in cooperation with Sida and the SDC, have decided to conduct a joint process of external evaluation with two specific evaluation reports, in order to mainstream the process of data collection and data analysis, as well as ensure transfer of the integrated approach of implementation also at the external evaluation process.

The evaluation is forward-looking and aims to effectively capture lessons learned and provide information on the characteristics, scope, and potential impact and sustainability of both programs. It will assess the design, scope, implementation progress, and ability to achieve its objectives. The evaluation will gather and examine lessons learned, obstacles encountered, and best practices during implementation to inform the programming of the next phases of both Core Support to KCSF and EJA Kosovo.

ABOUT CORE SUPPORT TO KCSF

KCSF's core mission and long-standing approach has been found to be in line with the Results strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey. The Core support to KCSF Programmatic Strategy is a grant provided by the Swedish International Development Cooperation (Sida) to enable KCSF to deliver its organizational strategy and successfully implement its vision for the period from 1st of March 2020 until 31st of December 2023. The supported Programmatic Strategy contributes directly to one of the three result areas for the current period of Swedish reform cooperation - the ***Strengthened democracy, greater respect for human rights and a more fully developed state under the rule of law***, with a specific focus on *a more pluralistic civil society, including political parties with strengthened popular support*.

The scope of this support is extended to all KCSF core activities, programmatic functions, and KCSF development, and amounts up to SEK 24,000,000.00 (aprox. 2.2 million EUR). This support is a continuation of the core support provided by Sida to KCSF for the period 1st July, 2015 to 29th February, 2020.

Around 1/3 of the budget of the Core Support to KCSF is dedicated to the EJA Kosovo program, in the form of Sida contribution to the Pooled Funding Mechanism.

The overall goal of KCSF Strategic Framework is to see Kosovo transformed into a **democratic society with the prospect of EU integration and an advanced socio-economic situation**. It is KCSF's conviction that the application of good governance principles (transparency, accountability, inclusiveness) is an essential precondition for this. This precondition can only be established if relevant civil society actors are included in policy development and implementation.

KCSF's conceptual thinking (**Theory of Change**) about how to get there distinguishes two main Pathways of Change. **The first pathway** relates to the realization of meaningful engagement of civil society in policy processes. Key elements in this are the mobilization and empowerment of citizens to engage successfully, either as individuals or organized in civil society organizations. **The second pathway** relates to the realization of truly inclusive policy processes. Key elements in this are the increased understanding of politicians and civil servants of the benefits of participatory policy processes and the subsequent willingness to open up policy processes to meaningful participation by civil society.

To achieve the intended goal, KCSF has set the following anticipated mid-term results:

1. Civil society has sufficient resources to participate and contribute to policy processes.
2. Civil society shows an increased legitimacy in policy areas falling within their scope of work.
3. Government is willing to open the policy making processes.
4. Civil servants show increased and adequate capacities to implement participatory policy making processes.
5. Legal framework for participatory policy making is in place.

The KCSF intervention is designed to achieve the mid-term results through implementing various activities that contribute to specific short-term results. All activities undertaken by KCSF on annual basis are expected to lead to the following short-term results:

- Adequate financial support to civil society to actively contribute to the policy processes.
- Informed, skilled and pluralistic civil society through regular capacity building programs.
- Enhanced networking and fostered exchange among civil society within Kosovo, Western Balkans and the EU.
- Systematic research and advocacy conducted for policy reforms.
- KCSF sustainably supports the needs of and the enabling environment for civil society.

The Core Support to KCSF is based on KCSF's Strategic Framework 2019-2023, which is also placed in a framework of a larger context of priorities within the national and EU agenda. Internally, KCSF's diverse tools for support are channelled towards a single purpose - to enable civil society to become an active actor in Kosovo's public life. Civil society development and participation of citizens in the public life are served by a variety of instruments, such as information provision, capacity building, re-granting, networking, and research and advocacy.

ABOUT EJA KOSOVO

The **overall goal of EJA Kosovo** is to support civil society to contribute to a democratic and inclusive society in Kosovo on its path towards EU integration.

Focusing on citizen engagement and participation throughout the work of civil society, EJA Kosovo aims to contribute towards **two main objectives** where:

- i. civil society uses and claims spaces for participation in shaping public affairs and;
- ii. civil society organizations have strengthened ties to their constituents and improved accountability and transparency towards the wider public and their constituents.

EJA Kosovo's Theory of Change assumes that *if dedicated civil society initiatives are supported to engage in consistent and participatory advocacy, then these civil society initiatives, their constituencies and target groups (citizens, civil servants and politicians) are empowered to use and claim spaces for shaping public affairs to respond to the needs of citizens. As a result, policy process at central and local level is more effective, participatory, sustainable and inclusive and the basis for democratic functioning of Kosovar institutions is strengthened, contributing further to its EU integration.*

The theory of change is built on the notion that democratic ownership lies with the people. As empowered citizens, users of goods and public services, their rights and wellbeing should guide policy and decision making through demand for accountability, transparency, representation and participation in the affairs that shape their lives. EJA Kosovo is based on the premise that through tailor-made systems of inclusiveness, transparency and accountability on the one hand, and better access and communication with the community, on the other hand, CSOs will embed the practice of involving citizens in their work, develop an emotional linkage thus directly contribute to **strengthening of their constituency**. Combined with improved **internal governance and increased transparency and accountability**, the aim is to increase trust in CSOs as an adequate platform to voice citizens' concerns.

With well-defined **target groups**, EJA Kosovo supports initiatives that focus on addressing the rights and needs of marginalized groups, namely women, people with disabilities, Roma, Ashkali, Egyptian, and Serb minorities, LGBTI, elderly and youth. Watchdog activities, monitoring of implementation of policies and legislation, contribution to controversial topics, improvement of representation of marginalized groups, creation and utilization of public spaces, awareness raising and education in combating gender stereotypes and representation of underrepresented groups would be an illustration of some of the initiatives supported and fit within the larger theory of change of the intervention.

EJA Kosovo supports **non-governmental organizations, unregistered citizen initiatives and individual activists** throughout Kosovo, both **at local and national level**.

EJA Kosovo deploys a variety of support instruments, each of which has a clear purpose, distinct type of targeted organizations and adequate application procedures.

- **Institutional Grants** are aimed to provide long-term support for implementation of the strategies of well-established organizations, so to enable them to address consistently identified issues and be responsive to dynamic developments in their areas of work. Until end of January 2023, 15 Institutional Grants in the amount of around 1,3 million EUR have been provided.
- **Organizational Development Grants** are aimed to support emerging organizations in their capacity building efforts (staff capacities, development of internal tools and systems of organizations, internal documents, etc.), so to enable them to develop internal capacities to reach a more advanced level of their work. Until end of January 2023, 17 Organizational Development Grants in the amount of around 233,000 EUR have been provided.
- **Small Project Grants** are intended to support smaller NGOs, unregistered initiatives and individuals to implement projects to deliver concrete results within a set timeframe, within their localities. Until end of January 2023, 28 Small Project Grants in the amount of around 266,000 EUR have been provided.
- **Medium Project Grants** are intended to support NGOs with sufficient capacities to implement larger and more complex projects focusing at the national level. Until end of January 2023, 7 Medium Project Grants in the amount of around 279,000 EUR have been provided.
- **Urgent Grants**, through quick application and selection process, aims to support urgent reactions to unexpected developments from NGOs, unregistered initiatives and individuals. Until end of January 2023, 15 Urgent Grants in the amount of around 50,000 EUR have been provided.
- **Democracy Award** is intended to recognize the contributions of individuals, group of citizens and organizations to the democratization of the Kosovar society. Until end of January 2023, 3 Democracy Awards have been awarded.

EJA Kosovo's budget is more than 3 million EUR for the period 2019-2023, initially funded from the Swiss Agency for Development and Cooperation (SDC) and Sida, with the Government of Luxembourg joining the pooled funding mechanism for the period 1st of October 2021 until 31st of December 2022.

SCOPE OF WORK

The selected company/team of consultants is expected to conduct the final evaluation of the Core Support to KCSF and EJA Kosovo focusing on the following criteria: relevance, effectiveness, efficiency, sustainability and impact, covering the period 01/10/2019 – 28/02/2023.

The selected company/team of consultants are expected to propose and implement an integrated process of data collection and data analysis that will result in two specific reports. One report for Core Support to KCSF, where EJA Kosovo section is covered as one of the KCSF programs, in a more summarized manner. One report for EJA Kosovo that will focus specifically on the EJA Kosovo program.

For the **Core Support**, the content of the evaluation report shall respond, but not be limited, to the following questions:

Relevance

1. Given the overall context in the country, the civil society sector and the donor environment, has the Core Support and the work of KCSF addressed the needs and priorities of civil society in Kosovo?
2. How is KCSF positioned towards other relevant stakeholders and what are the dynamics of its dialogue with them?
3. How compatible has the work of KCSF been with other interventions in the civil society sector?
4. Did KCSF respond adequately and timely to any changes internally (for example initiation of new programs) or in the external context (for example changes needed because of COVID 19 or changes in political context)?
5. How relevant was EJA Kosovo program for the overall KCSF Strategic Framework 2019-2023?
6. Which are the main lessons learnt that will contribute to the new KCSF Strategic Framework being relevant to the needs and priorities of the target groups?
7. What are the main changes in the context and what are the recommended changes, if any, for the new KCSF Strategic Framework to remain relevant for the period 2024-2028?

Effectiveness

1. To what extent has the work of KCSF improved civil society resources to participate and contribute to the policy processes?
2. To what extent has the work of KCSF improved civil society legitimacy in policy areas falling within their scope of work?
3. To what extent has the work of KCSF contributed for the legal framework for participatory policy making to be in place?
4. To what extent has the work of KCSF improved the readiness and ability of the government for open policy making processes, and civil servants having adequate capacities to implement participatory policy making processes?
5. How is the overall role and performance of KCSF, including perception by relevant stakeholders, assessed?
6. To what extent has EJA Kosovo program contributed to achieving the intended results of KCSF Strategic Framework 2019-2023?

7. To what extent have the recommendations from the Review of the previous phase of the Core Support been implemented?
8. Which are the main lessons learnt that will contribute to the new KCSF Strategic Framework achieving its intended outcomes?
9. What are the recommended changes, if any, to improve the effectiveness of KCSF's work in general?

Efficiency

1. Were the activities of KCSF, including those funded by the Core Support, implemented in a cost-effective manner?
2. Were the activities of KCSF, including those funded by the Core Support, implemented in a timely manner?
3. Was there an efficient allocation of human resources, both within Core Support and in relation to other grants implemented by KCSF?
4. Was the KCSF organizational structure and capacities (management, financial and administrative) adequate to implement the KCSF Strategic Framework 2019-2023?
5. Did EJA Kosovo program contribute to increased efficiency of KCSF work?
6. Which are the main lessons learnt that will contribute to the new KCSF Strategic Framework being designed and implemented in a cost-effective manner?
7. What are the recommended changes, if any, to improve the cost-effectiveness of KCSF work in general?

Impact

1. To what extent the work of KCSF had a positive impact on civil society and other stakeholders targeted by the KCSF Strategic Framework 2019-2023?
2. What are some of the success stories of KCSF's work, in particular those resulting from or enabled by the Core Support?
3. What is the level of transparency and integrity integrated in the work of KCSF, including with regards to the impact of its work?
4. To what extent has EJA Kosovo program contributed to achieving the positive impact of KCSF on civil society and other relevant stakeholders?
5. Which are the main lessons learnt that will contribute to the new KCSF Strategic Framework being more impactful?
6. What specific recommendations can be made towards increasing the positive impact of KCSF on civil society in Kosovo and other stakeholders relevant to KCSF's mission?

Sustainability

1. To what extent are the results of KCSF work likely to be sustained in the long term?
2. Has the Core Support contributed to improve organizational sustainability of KCSF?
3. Has the Core Support contributed to improve the sustainability of the results of KCSF work?
4. Has the Core Support enabled learning and adaptation for KCSF, and how has that been reflected during the implementation period?
5. Has the Core Support enabled adequate adaptation of KCSF work with regards to the Covid-19 pandemic, both internally and with regards to its target groups?

6. What are the main lessons learned and what changes, if any, should be made to improve the organizational sustainability of KCSF and the sustainability of its results in the long term?
7. What measures shall be put in place to ensure that the results of KCSF work and the current level of organizational development can be sustained over time?
8. What potential risks might threaten the sustainability of KCSF in the next couple of years, and how can these be mitigated?

It is at the discretion of the applicant to propose the evaluation methodology and approach, including the structure of the evaluation report, taking into consideration the main elements and the requirements presented above, as well as the forward-looking element of the evaluation exercise.

For **EJA Kosovo program**, the content of the evaluation report shall respond, but not be limited, to the following questions:

Relevance:

1. Was the cornerstone of the program, citizen engagement and strengthening ties to constituency relevant, adequate to the target groups and to the overall expected results of the programme?
2. How was EJA Kosovo program positioned toward other civil society support programs in Kosovo?
3. To what extent did the grant instruments, target groups and supported grants respond to the objectives of the programme?
4. Did KCSF respond adequately and timely to any necessary changes in the external context (for example changes needed because of COVID 19)?
5. Which are the main lessons learnt that will contribute to the new phase of EJA Kosovo being relevant to the needs and priorities of the target groups?
6. What are the main changes in the context and what are the recommended changes, if any, for the new cycle of EJA Kosovo program to remain relevant for the period 2024-2028?
7. What potential challenges might arise in implementing the new phase of EJA Kosovo, and how might these affect the relevance of the new phase of EJA Kosovo?

Effectiveness:

1. To what extent have the milestone achievements and the results of supported grants fed and contributed to civil society using and claiming spaces for participation in shaping public affairs?
2. To what extent have the milestone achievements and the results of supported grants fed and contributed to civil society organizations strengthening ties to their constituents and improving accountability and transparency towards the wider public and their constituents?
3. Did the supported grants reach the targeted beneficiaries as foreseen by the programme?
4. Did the achieved progress fulfil the yearly targets and thus, expected results as foreseen by the results framework?
5. How is the overall role and performance of KCSF, including perception by relevant stakeholders, assessed in implementing EJA Kosovo program?
6. To what extent have the recommendations from the Pooled Funding Mechanism Feasibility Study been implemented?
7. Which are the main lessons learnt that will contribute to the new phase of EJA Kosovo achieving its intended outcomes?

8. What are the recommended changes, if any, to improve the effectiveness of KCSF support to civil society?
9. What factors might contribute to the success or failure of the new phase of EJA Kosovo, and how can these be addressed?

Efficiency:

1. Was the EJA Kosovo program implemented in a cost-effective manner, including from the process's viewpoint?
2. To what extent did the implementation approach and grant-making cycle contribute to achievement of the programme's objective and results in an efficient manner?
3. Were grant beneficiaries, sufficiently, appropriately, and timely assisted during programme implementation?
4. Were the procedures and forms for grant application, monitoring approach and implementation guidelines adequate for the intended target groups, clear, flexible, sufficiently detailed and in accordance with the requirements of the programme?
5. Was the organizational structure and capacities (management, financial and administrative) of EJA Kosovo and KCSF in general adequate to implement the programme?
6. Were the donors appropriately engaged in the implementation of the programme, both through Supervisory Committee and other venues of communication?
7. Which are the main lessons learnt that will contribute to the new phase of EJA Kosovo being designed and implemented in a cost-effective manner?
8. Are there any potential trade-offs between cost and effectiveness, and how can these be managed during the new phase of EJA Kosovo?
9. Which are the specific recommendations for changes to be made to improve the re-granting process and the cost-effectiveness of EJA Kosovo program in the next phase?

Impact

1. To what extent have the results of EJA Kosovo, including of its grantees, had a positive impact on civil society and other stakeholders targeted by the programme?
2. What are the main results and achievements of EJA Kosovo, including some of the success stories from EJA Kosovo grantees?
3. Are there any results that are expected to continue after the conclusion of the programme?
4. What is the level of transparency and integrity integrated in the design and implementation of EJA Kosovo program, including with regards to the impact of this program?
5. What are the main lessons learned that need to be considered for ensuring a positive impact of the new phase of EJA Kosovo program?
6. What are the recommended changes, if any, to increase the positive impact of EJA Kosovo program in the next phase?
7. What wider impacts might the new phase of EJA Kosovo have, including any unintended consequences, and how can they be adequately addressed?

Sustainability

1. To what extent are the results of EJA Kosovo likely to be sustained in the long term?

2. To what extent has EJA Kosovo contributed to improve the sustainability of civil society organizations in Kosovo?
3. To what extent has EJA Kosovo contributed to improve the sustainability of funding the work of civil society in Kosovo?
4. What approaches are there to be highlighted that contribute to the continuation and sustainability of results?
5. What are the main lessons learned and what are the recommended changes, if any, to improve the organizational sustainability of KCSF and the sustainability of its results in the long term?
6. What measures shall be put in place to ensure that the new phase of EJA Kosovo can be sustained over time?
7. What potential risks might threaten the sustainability of the new phase of EJA Kosovo, and how can these be mitigated?

It is at the discretion of the applicant to propose the evaluation methodology and approach, including the structure of the evaluation report, taking into consideration the main elements and the requirements presented above, as well as the forward-looking element of the evaluation exercise.

DUTIES AND RESPONSIBILITIES

The contracted party will be accountable for:

1. Initial briefing with KCSF management and additional briefings and interviews with relevant staff
2. Conducting desk research of relevant program documents:
 - Sida Strategy
 - Sida Core Support to KCSF framework
 - KCSF previous Core Support Review
 - KCSF Strategic Framework 2019 - 2023
 - Annual Reports submitted to Sida for 2020, 2021 and 2022
 - EJA Kosovo Project Document
 - Pooled Funding Mechanism Feasibility Study
 - Annual Reports submitted to EJA Kosovo donors for 2020, 2021 and 2022
 - Other relevant documents
3. Developing the final methodology of the evaluation that will answer the questions/areas in the ToR, including the proposal for integration of data collection and data analysis, as well as the final proposal for the contents of both reports, and the final timeline of the implementation
4. Initial briefings and follow-up consultations and interviews - if needed - with representatives of Swedish Embassy in Kosovo and Swiss Agency for Development and Cooperation
5. Organising and conducting the meetings, interviews and focus group discussions with involved parties (a sample of beneficiaries from both Core Support and EJA Kosovo program, Luxembourg Embassy in Kosovo, Norwegian Embassy in Prishtina, European Union Office in Kosovo, USAID Mission in Kosovo, main government stakeholders and other relevant stakeholders, as per the initial findings)
6. Requesting relevant materials and contacts from KCSF
7. At least one debriefing session with KCSF and respective Program Managers from Sida and SDC on the main findings: Part 1) presentation and discussion of preliminary findings and recommendations after

the first mission; and Part 2) conclusions, lessons learned and recommendations for the upcoming period

8. Preparing the draft evaluation report
9. Presenting the report to KCSF management, and – if needed – to respective Program Managers from Sida and SDC
10. Addressing the comments from KCSF and respective Program Managers from Sida and SDC
11. Abiding to agreed timelines
12. Submitting the final reports, as well as any resulting documents or materials from the process.

The above list of steps is not exhaustive, and the consultant may engage in other activities deemed important for accomplishing this assignment. A detailed work plan will be elaborated including a detailed mission program jointly by the consultant and KCSF, based on the initially submitted work plan.

The contracted party will provide to KCSF and the EJA Kosovo donors as the primary beneficiaries of this evaluation report, the following:

1. **Core Support Evaluation Report in English** (max 25 pages), and its annexes; and
2. **EJA Kosovo program Evaluation Report in English** (max 25 pages), and its annexes; and
3. **Working documents** (list of contacts that were interviewed/took place in meetings, interviews, focus group discussions, mailing lists, plan of activities, questionnaires, PowerPoint presentations and all other relevant working documents).

MAIN OUTPUTS/DELIVERABLES

The final evaluation reports shall be written in English, should not exceed 25 pages (without annexes) and should contain at least the following information:

- Executive summary (max 2 pages)
- Introduction to provide information on the evaluation scope, methodology and limitations, if any (max 1 page)
- Description of the programme (max 1 pages)
- Findings based on the evaluation questions and programme's effects on the intervention areas (max 10 pages)
- Conclusions (max 3 pages)
- Lessons learned (max 4 pages)
- Recommendations, presented in a prioritized order, as concrete as possible, and directed to the different actors (max 4 pages)
- Annexes (are not counted within the 25 pages of the main report)

KCSF reserves the right to request additional information or based on sound argumentation, request corrections or necessary revisions in the report. KCSF reserves the right to contact only the selected applicants. KCSF reserves the right to cancel in all or adapt the ToRs and relaunch the call for offers.

QUALITY STANDARDS

The final evaluation shall conform to OECD/DAC's Quality Standards for Development Evaluation¹ and shall use the OECD/DAC Better Criteria for Better Evaluation.² The evaluators shall specify how quality assurance will be handled by them during the evaluation process, taking into account the aforementioned quality standards.

LOGISTICS

All logistical arrangements, such as translators, taxi services, contacting partners and beneficiaries, etc. will be subcontracted directly by the contracted consultant(s). KCSF may assist only in providing contacts of partners and beneficiaries, as well as meeting rooms, should they be available on the required dates.

TIMEFRAME

The following is the anticipated timeframe for the services to be provided³:

Task:	Tentative Timeframe
Publishing of the Call for Proposals	28/02/2023
Deadline for submission of applications	15/03/2023
Selection and contracting	22/03/2023
Receive all relevant materials from KCSF	24/03/2023
Prepare details of methodology and plan for conducting the evaluation	07/04/2023
Meet with the KCSF team to discuss the work plan	12/04/2023
Completion of data collection and analysis	12/05/2023
Submit the first draft report to KCSF	26/05/2023
Submit the final report that addresses the agreed eventual additions by KCSF, Sida or SDC	15/06/2023

DUTY STATION AND TRAVEL

Although the Covid-19 continues to be present throughout the world, the decreasing number of cases and ease of restrictions enables the service provider to conduct on-site meetings, if necessary with travel within Kosovo, while Prishtina will be the main duty station. If any increase in Covid-19 infections and

¹ [OECD/DAC Quality Standards for Development Evaluation](#)

² [OECD/DAC Better Criteria for Better Evaluation](#)

³ As this is only a tentative timeframe, KCSF does not bear any responsibility for any deviations to this timeframe, for reasons related to KCSF, the contracted party or external circumstances.

introduction of restrictions by the government arise, the service provider is expected to conduct the work accordingly, by respecting all the measures.

REPORTING AUTHORITY

The reporting authority is KCSF.

QUALIFICATION AND PROFESSIONAL REQUIREMENTS

KCSF will entrust this assignment to consultant(s) that meet the qualification and professional requirements and provide the most competitive price.

The consultant (or team of consultants) should demonstrate a strong expertise in the following areas:

1. Good knowledge (preferably international comparative) in the area of democratisation, good governance and civil society;
2. Good knowledge of context in the Western Balkans and particularly Kosovo;
3. Good knowledge of civil society development concepts and support mechanisms, in particular those of participatory policy making;
4. Excellent and proven experience in reviewing programs in the above mentioned area;
5. Excellent and proven experience in similar assignments;
6. Excellent analytical skills, ability to propose recommendations;
7. Excellent coordination, communication and reporting skills;
8. Excellent in both spoken and written English;
9. Previous experience with or knowledge of work of KCSF and/or Sida and/or SDC would be an advantage.

TERMS AND CONDITIONS

Offers received after the date for receipt of bids set out in the request for proposal or not strictly in accordance with these instructions, may, at the sole discretion of KCSF, be disregarded and returned. KCSF reserve the rights to reject any or all accepted bids or request for further explanation from the tenderers. No Bid nor any part of it shall be deemed to have been accepted unless such acceptance shall have been notified to the tenderers in writing by KCSF.

Notification of Award or Work Order

KCSF will award the contract to the successful tenderer whose tender has been determined to be substantially responsive, provided further that the tenderer is determined to be qualified to perform the contract satisfactorily. After selection of the Successful Tenderer and after obtaining internal approvals and prior to expiration of the period of Tender validity, KCSF will send Notification of Award or Purchase Order to the selected Tenderer. Upon the successful tender accepting the Work Order KCSF will promptly notify each unsuccessful Bidder.

Price

Price shall remain fixed as per the Financial Bid accepted by KCSF. There shall be no increase in price for any reason whatsoever. Therefore, no request for any escalation of the cost / price shall be entertained.

Terms of payment

KCSF shall pay the price to the winning bidder as soon as practicable on receipt of invoice subject to:

- the price being in accordance with contract
- the services being received and accepted by the KCSF as satisfying the Contract document
- services excluded of VAT and other applicable indirect taxes.

Delivery

All services order shall be delivered at KCSF premises or official e-mails provided by KCSF, within mutually agreed days as per delivery timeframe offer.

All elements of the services delivered by the winning bidder shall be at the risk of the winning bidder and no liability to pay for them shall arise until that element of the service are approved by KCSF and delivery is accepted in writing or by countersignature.

Should the supplier be at fault in the completion of a delivery as specified, upon return of any such element of the services are not acceptable to KCSF the winning bidder shall reimburse KCSF for:

- any amounts paid by KCSF on account of the price of the returned elements of the services and
- any costs incurred by KCSF in connection with the delivery or return of the relevant element of the returned services.

Acceptance of services

All services are accepted subject to specific verifications and checks from KCSF or other parties assigned by KCSF. KCSF reserves the right to return any faulty or unsuitable item(s) and withhold payment.

Other terms

KCSF reserve the rights to terminate or modify this request for proposal and re-issue the request for proposal. Before award, KCSF can request from the tenderers to provide additional information or ask for a quick interview for helping of the evaluation process.