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**BASHKI TE FORTA - PROCUREMENT OF SERVICES**

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**NATIONAL TENDER CALL**

**INTENSIVE TECHNICAL ASSISTANCE ON IMPROVING WASTE  
MANAGEMENT SERVICES AT 6 MUNICIPALITIES (SHKODER,  
LEZHE, KUKES, MIRDITE, SHIJAK, DIBER).**

## **1. Bashki te Forta's intervention strategy**

This call for proposals is launched in the framework of the “Bashki te Forta” (BtF), a project of the Swiss Agency for Development and Cooperation (SDC) and the Government of Sweden, implemented by Helvetas. The Bashki të Forta project strengthens the capacities of the municipalities to enable an overall increase of the LGU performance and contribute to improving the citizens' quality of life, good local governance, and local democracy, enabling the sustainable development of local communities and territories and the quality provision of the municipal services.

An important element of the approach is that interventions will be co-designed with organizations that have a systemic role in the Albanian local government so they can take full ownership of the interventions in time. Relevant systemic actors will be supported to develop policies for and deliver knowledge to municipalities.

The overall goal (objective) of BtF 2 is that citizens in Albania benefit from improved governance and service delivery at the municipal level, according to agreed minimum and affordable standards for a sustainable county system.

This overall goal of BtF encompasses interventions in the municipal executive, the municipal legislative, and the national legal framework for local governments, which are captured in three outcomes.

Outcome 1 - Municipal administrations improve service delivery (waste management and preschool) towards more appropriate and affordable standards - is about support to the municipal executive to improve service delivery (especially in the field of waste management- and preschool services) towards appropriate and affordable standards. This requires technical assistance to municipalities to achieve those standards and develop an on-system training offer for selected services.

## **2. General context in the field of waste management**

Waste management remains one of the most demanding and challenging functions for local government, not only financially, but also institutionally and in terms of human resources. Over the years, municipalities have been supported to improve the quality of the service provided and increase efficiency and citizen involvement. Although this service has improved, the development of sectors such as tourism, agriculture and transport, health protection, the ambition to be close to the EU, and the growing demands of citizens dictate the need for more qualitative and integrated management of the waste management sector. In parallel with the support for infrastructure and governance of the sector, strengthening the capacities of local and national officials is one of the main pillars of the cross-sectoral decentralization strategy and the strategic policy document for waste management.

Albania's commitment to sustainable development is dependent on a successful shift towards circular economy principles. The Western Balkan leaders expressed their commitment to align with European climate targets of becoming carbon-neutral by 2050 when they signed the Green Agenda for the Western Balkans on 10 November 2020. The Green Agenda for the Western Balkans emphasizes the need to link regional economic growth and new business opportunities to more sustainable production and consumption practices. This includes encouraging waste prevention, reuse, and recycling as well as reducing waste production, increasing resource productivity, and reducing pollution.

In response to the progress reports for Albania from the European Commission which highlighted that waste management policies in Albania do not aim to reach EU 2030 recycling targets, the project gradually started to adopt its planned activities from a linear waste model to a more circular approach promoting reuse and recycling. Besides supporting municipalities with designing local waste management plans and strengthening monitoring, business plans and studies for waste reduction, recycling centers as well as different revised schemes for at-source recycling, waste

separation, and composting have been developed together with municipal teams. Such recycling and upcycling initiatives will help low-income individuals including youth and Roma people to create sustainable businesses by transforming waste into marketable products.

With ongoing consultations for the new draft law on waste management and its approval expected sooner than later the tasks and responsibilities of the municipalities towards circular economic models will increase. The newly established National Agency for Waste Economy will be an additional factor in promoting better waste management and pushing for more roles of municipalities in waste separation and recycling programs. The project will continue to support initiatives and practices of municipalities in waste management helping Albania to steadily grow as an emerging tourist destination.

Bashki te Forta (BtF) has significantly contributed to municipalities' development of service improvement plans, performance monitoring, financial sustainability, strengthening capacities of local and national staff dealing with waste management, and public awareness and information. As per the National Cross-Cutting Decentralization Strategy (2023-2030) and its Action Plan 2023-2025, as well as the National Strategy on Waste Management (2020-2035), the project supported municipalities' progress and improved the quality of service delivery. Bashki te Forta aimed to push local and national institutions to build trust and encourage participation in waste management programs. Within Bashki te Forta activities, especially on planning and fiscal policy initiatives for the sector, municipalities were supported to communicate clearly with stakeholders about waste management processes, goals, and outcomes. This included also reporting on service performance and discussion of such reports with municipal councils and citizens.

With the draft law on waste management expected to pass in 2025, municipal responsibilities for circular economy models will increase, and the newly established National Agency for Waste Economy (AKEM) will further promote better waste management.

In 2025, the project will continue to support municipalities<sup>1</sup> in two different levels of effort.

1. at the municipal level the project will focus its support on 13 municipalities (divided into two groups, 6 municipalities in the North and 7 others in the South) that show a solid commitment to taking waste management to the next level, applying an integrated approach of all components of the project involving the municipal council, performance management system, preschool education, and social inclusion. Application of these approaches through on-the-job training and direct coaching will create effective and successful models that can be replicated across the country. As the level of assistance provided in these 13 municipalities will be much more intense, the municipalities will be divided into two groups with 6 municipalities in the North and 7 municipalities in the South.
2. at the regional level, up to 22 municipalities will receive technical assistance and capacity building through a combination of gatherings, online coaching, and horizontal networking. This assistance will be based on municipalities' "willingness and commitment" to cooperate and improve.
3. at the national level continue the efforts to finalize new waste training curricula for the waste management sector and roll them out through the Academy to local officials of 61 municipalities; providing institutional support to the National Agency for Waste Economy (AKEM) to establish a performance monitoring system; and supporting the process to make the new law on integrated waste management operational (under the condition that this Law is adopted in 2025).

In both proposed interventions (at the local and regional level) the technical assistance provided should be considered as a continuation of all BtF activities so far. At the technical support provided at the local level municipalities are encouraged to implement individually as many measures as they consider sufficient to substantially improve the service and have a positive impact, while at the regional level municipalities must be clustered, and networks of professionals will be set up to gather municipalities that are implementing the same measures. As a governance project, BtF will

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<sup>1</sup> The full list of municipalities receiving both levels of support is provided as Annex

apply “on-system” support for the sector, while as much as possible e-solutions that work at the local level will be used, as gender and digitalization will be also addressed.

### **3. Tools and approaches of BtF developed until now in the field of waste management**

Over the years, different tools and methodologies have been developed and tested in partnership with municipal staff and national institutions such as the manual on local waste planning, methodology on cost and tariff calculations (adopted with DCM no.319/2018), methodology on data and performance indicators generation and reporting (adopted with DCM no. 538/2021), methodology on monitoring the implementation of local waste management plans, instruments to ensure financial sustainability of the sector (taxpayers registers, fiscal packages, billing systems, communication with taxpayers), instruments to promote recycling, composting and behavior change as well as communication and information campaigns and public awareness initiatives.

During 2023-2024 Bashki te Forta supported 36 municipalities countrywide in local waste planning, financial sustainability of the sector, as well as awareness and citizens' information about waste. Concretely:

- Improving data collection and application of performance system in 36 municipalities through implementing DCM no.538/2021 which includes the methodology for waste data generation and reporting, as well as the definition and collection of performance indicators for the waste sector.
- Supporting 12 municipalities to finalize local waste management plans (Kavajë, Rogozhinë, Bulqizë, Klos, Përmet, Prrenjas, Shkodër, Delvinë, Gramsh, Lezhë, Kukës and Memaliaj), while in Himarë the regulation for managing bulky waste.
- 8 municipalities (Elbasan, Gramsh, Kamez, Mallakaster, Patos, Prrenjas, Tepelene, and Shkoder) implemented measures for service extension in rural and remote areas, initiated differentiated collection schemes, including door-to-door collection, including steps and challenges for the transformation of the service from a private organization to a public one or vice versa.
- 18 municipalities have been supported to improve financial sustainability (Malesi e Madhe, Vau i Dejes, Kurbin, Lezhe, Kamez, Kukes, Has, Tropoje, Elbasan, Gramsh, Prrenjas, Dimal, Fier, Patos, Gjirokaster, Dropull, Mallakaster and Kolonja) focusing on engaging municipalities in processes that positively impact their service budgets and covers preparation, monitoring, and reporting on annual and mid-term budget indicators for services, revising fiscal packages to better accommodate the needs of vulnerable groups, and managing risk and taxpayer registers.
- 8 municipalities (Korça, Berat, Gramsh, Prrenjas, Gjirokaster, Dropull, Tepelene, Kurbin and Kamez) received assistance and applied cost and tariff calculation system.
- Waste reduction and communication strategies for waste reduction have been finalized in Kolonje, Maliq, and Skrapar, while other municipalities like Shkodra, Elbasan, Mirdita and Berat designated specific measures to include within their operations the waste reduction.
- 28 municipalities succeeded with their resources to join the initiatives proposed by BtF to inform citizens about waste municipal activities, promote a clean environment, call for actions, etc. with over 368K reach, 2.2M impressions, and over 908K post engagements.

The main elements of BtF support for municipalities in 2025 and onwards include continuing initiatives to improve waste service delivery. The project will support municipalities in applying already implemented tools and instruments that have ensured transparency, accountability, and improvement of service delivery. Municipalities with already developed waste management plans will be supported to implement them, monitor implementation of such plans, improve costs and budget calculation, fiscal policies and billing systems, and better report, evidence-based public debates and discussions with the municipal council, citizens, media, and civil society on issues

and service performance influencing the way waste management services in their communities are managed. Already developed business plans for waste reduction, recycling, and composting will be a good basis for starting implementation of initiatives and/or applying for additional funds from the national government and/or other donors. Improved waste management activities, and the introduction of new elements of recycling, reuse, and composting, will serve also as employment opportunities opening doors for people from low-income backgrounds or marginalized communities who have struggled to find employment.

Special attention will go to anti-corruption measures involving the project with independent institutions, central and local government, as well as civil society and the media. More efforts and focus on integrating Roma and marginalized groups into waste management activities to stabilize incomes, ensure social equity, and promote dignity will be as well present.

The project will also assist municipalities in securing funding through project proposals, lobbying, co-funding, and creating synergies with interventions of other donors like the World Bank, EU, KfW, SECO, SIDA, and GIZ for investments in recycling facilities, composting pits, and waste management infrastructure.

#### **4. The scope of work of this tender**

The scope of work of this tender is to select an organization that will:

- Provide support and technical assistance to these 6 selected municipalities (Shkoder, Lezhe, Kukes, Mirdite, Shijak, Diber) to plan and implement their strategies for substantially improving waste management service and become “champions” or “showcases” of the project in service improvement, transparency and trust of the citizens.
- Provide support and technical assistance to municipalities in applying anti-corruption measures in collaboration with independent institutions, civil society, and the media.
- Develop relevant technical inputs to support policy development of the sector, capitalize on the experience and best practices of service improvements in partner municipalities, and contribute to knowledge sharing, and implementation of the new integrated waste management law.
- Capitalize on the experience of partner municipalities contributing to the process of developing newly designed training curricula, especially of the “Academy for LGUs” and/or other system actors involved such as AMVV, ASPA, ALA, MoTE, or Supreme State Audit.

The following interventions are requested to be carried out by the service provider. Please note that such interventions are not an exhaustive list, but to guide bidder organizations in drafting a proposal. Based on the framework agreement, specific technical assistance requests for service per each of the interventions will be drafted.

#### **A. Assessment of the current situation and drafting of workplan**

##### *Interventions requested*

- Assess the stage of implementation of tools and approaches of BtF developed until now in the field of waste management and define the support package in a selected list of 6 LGU-s (see Annex 1 for the list of LGU-s)
- Based on the initial findings and in agreement with municipality, together with RFPs propose an individual work plan for each of 6 LGU-s.

##### *Deliverables expected*

- Assessment and targets developed
- Individual workplan Plan signed by LGU-s

##### *Duration foreseen*

This assignment will be carried out over the first 6 weeks after the signing of the framework agreement, potentially from mid-February to the end of March 2025.

## **B. Technical assistance for 6 showcase municipalities**

### *Interventions requested*

- Provide more in-depth and intense support to this group of 6 municipalities (Shkoder, Lezhe, Kukes, Mirdite, Shijak, Diber) for implementing, monitoring, and improving waste management. The application of these integrated approaches in all components through on-the-job training and direct coaching will create effective and successful models that can be replicated across the country. At the national level, relevant municipal staff will contribute to developing training curricula for the Academy and policy improvements in the waste management sector.

Based on the BtF experience gained over the years in applying the instruments developed and tested in the partner municipalities, related measures from those listed below could be implemented to achieve results:

- Implementing local waste management plans, rules and regulations
- Reorganization of the service and institutional support
- Service monitoring and monitoring the level of local waste management plan implementation
- Data management and performance monitoring
- Reporting and discussions of performance reports of the service to the municipal council
- Costs and tariff calculation. Fiscal packages and a billing system.
- Registers and fee collection systems.
- Differentiated collection schemes, recycling, composting, and circular economy initiatives.
- Green, agricultural, and food waste as potential for the circular economy.
- Sorting and preparation of recyclables and compost for market.
- Implementation of initiatives and business plans for a green and circular economy
- Communication with the council, media, citizens, and civil society
- Public awareness and information regarding service, tariffs, and penalties

These measures will be offered to municipalities based on their needs and commitment to becoming “champions”.

- Provide technical on-the-job assistance to municipalities for the effective implementation of waste management activities, with a focus on identifying and addressing challenges faced during implementation.
- Assist municipalities in preparing and presenting impact reports on the measures implemented, ensuring they highlight successes, challenges, and areas for improvement. This support will include guidance on structuring the reports, analyzing data, and identifying key outcomes. To promote transparency and support informed decision-making, these reports will then be shared with key stakeholders, including municipal council commissions, Civil Society Organizations (CSOs), media, and independent institutions. Emphasis should be placed on social inclusion and public participation, aiming to increase the percentage of citizens satisfied with waste management services and ensuring that vulnerable groups actively influence decision-making processes. Align the technical assistance with the ongoing BtF support portfolios, ensuring seamless integration with other support initiatives to foster synergies that strengthen municipal capacities and optimize service delivery outcomes.
- Capitalize the experience from working with municipalities and provide technical inputs to support policy development of the sector, contributing to knowledge sharing, and implementation of the integrated waste management legal framework.

### *Deliverables expected*

- Implemented individual action plans for each LGU-s in waste management with clear targets addressing challenges in the implementation.

- Visual and accessible waste management reports published on municipal websites and discussed in municipal council commission meetings.
- A resource document identifying policy needs and proposing improvements in the waste management sector.
- Capitalize the improvement measures implemented in municipalities by presenting them to a broader public (in collaboration with an already pre-selected PR company). Incorporate lessons learned during the implementation phases and make the necessary adaptations and improvements.
- Technical inputs and applied tools and instruments to support knowledge sharing in the waste management sector.

#### *Duration foreseen*

This assignment will be carried out over 14 months, from April 2025 to the end of June 2026.

### **C. Activities for social inclusion**

Social inclusion in waste management is critical for ensuring environmental sustainability, equitable access to resources, and the empowerment of marginalized communities. First, basic waste collection should be accessible to all, including underserved and marginalized communities. Boosting social inclusion in waste management is closely linked with fostering participation. As a governance project, Bashki te Forta will intensify its efforts to support especially marginalized communities involved in the waste sector such as the poor, Roma, and/or women and youth.

#### *Interventions requested*

- Increase community engagement and participation, especially during the discussions of waste collection schemes, municipal annual budgets for service, fiscal packages, etc.
- Support municipalities to organize individual schemes or awareness initiatives for residents on waste segregation, recycling, and other sustainable waste practices, ensuring that clean materials are directly accessible for free to marginalized groups.
- Support municipalities to link small-scale waste entrepreneurs to marginalized waste pickers for selling recycled or upcycled products.
- Support collaborative initiatives such as working with civil society organizations to identify and support marginalized groups in waste management efforts, or with media in highlighting the contributions of marginalized groups to waste management, using inclusive language and diverse imagery.
- Help municipalities design schemes that ensure that bins and collection points are positioned in places accessible to people with disabilities, safe, and in proximity to the dwellings.

#### *Deliverables expected*

- # of inputs to improve financial and strategic municipal documents with socially sensitive lenses
- # of schemes that support marginalized groups designed and implemented
- Inputs from CSOs and media that promote inclusiveness, positive image and diversity.

#### *Duration foreseen*

This assignment will be carried out over 6 months, from September 2024 to the end of February 2025.





#### **D. Activities for civil society**

Civil society plays a crucial role in combating corruption in the waste management sector in several forms starting by serving as a “watchdog” and conducting independent investigations and audits to expose illegal dumping, bribery, and other corrupt practices; by lobbying for increased transparency and accountability in waste management contracts, and citizen participation in decision-making processes; by educating the public about the negative impacts of corruption and empowering them to report suspicious activities; by accelerating innovations etc.

##### *Interventions requested*

- Identify (mapping) civil society organizations in partner municipalities
- Support CSOs in the area by providing data and reports regarding the performance of service delivery to maintain public interest and accountability.
- Support CSOs to have a more active role in discussions in the municipal council, committees, and /or public hearings of the municipality in the waste management issues.
- Identify intervention measures that CSOs and groups of interest (Roma, private sector, etc.) can undertake to improve waste management activities in the respective municipality.
- Explain to the CSOs local waste plans, service organization, monitoring reports, and indicators.
- Identify other projects in the field of the environment, water protection, waste management, etc, and create and suggest synergies to increase the impact of implementing measures supported by the BtF project.

##### *Deliverables expected*

- Map of CSOs related to waste activities
- Training for CSOs conducted
- Reports and findings of CSOs published in the media
- # of participants in public discussions related to waste management issues
- # of complaints in the municipalities regarding the quality of service, and level of local waste management plan implementation, lack of procedures or reports etc.

##### *Duration foreseen*

This assignment will be carried out over 3 months, from September to the end of November 2025.

#### **E. Activities for media**

Bashki te Forta will mobilize additional expertise to strengthen the role of the media alongside municipalities for a more qualitative, effective, and transparent service to the public. For this reason, it will give a separate special mandate to a specialized organization for the support of media and journalism.

Meanwhile, activities foreseen in this call (Intensive technical assistance on improving waste management services at 6 municipalities (Shkoder, Lezhe, Kukes, Mirdite, Shijak, Diber...), related to increasing the role of the media, include as follows:

##### *Interventions requested*

- Support the media and journalists in the area by providing data and reports regarding the performance of service delivery.
- Based on the existing network of the organization, support local media to partner with trusted influencers to amplify anti-corruption messages.

##### *Deliverables expected*

- Data and reports are provided to the media

- Possibilities of higher impact on anti-corruption public initiatives

*Duration foreseen*

This assignment will be carried out over 3 months, from September to the end of November 2025.

**F. Activities for anticorruption**

Anti-corruption efforts in waste management improve service delivery by: 1) minimizing budget leakages and ensuring funds are used for their intended purpose; 2) ensuring that waste collection, transportation, and disposal services are provided efficiently and effectively; 3) increasing citizens' trust in the government and waste management authorities, leading to increased cooperation and compliance with municipal objectives and policies on waste management.

The project encourages municipalities to foster collaboration with media, civil society, and groups of interest to boost community engagement, transparency, and accountability.

*Interventions requested*

- Publish detailed budgets and expenditures related to waste management and make service contracts publicly accessible.
- Involve media, civil society, and local community representatives in monitoring waste management quality of service, and activities.

*Deliverables expected*

- Budgets, contracts, and expenditures published on municipal websites
- CSOs, media, and local communities involved in monitoring

*Duration foreseen*

This assignment will be carried out over 9 months, from September 2024 to the end of May 2025.

**G. Activities for agencies, line ministries or independent institutions**

**High State Audit**

One of the institutions that the project has identified as an actor in this process at the national level is the High State Audit (Kontrolli i Lartë i Shtetit or KLSH in Albanian).

The High State Audit in Albania acts as a crucial watchdog against corruption at the national and local levels. On waste management sector plays a significant role by independently scrutinizing public finances, assessing compliance with regulations, investigating corruption allegations, and issuing public reports with recommendations for improvement. This oversight enhances transparency, accountability, and the efficient use of public resources in the sector, ultimately improving service delivery and protecting the environment. As an entry point in these efforts, the project has identified the public auditing reports of the KLSH. Such reports are published on its webpage and should be the subject of discussion with municipalities.

*Interventions requested*

- Identify the reports of KLSH for waste management per each of the municipalities
- Discuss the performance reports of each municipality related to the reports of KLSH
- Support municipalities, CSOs, Media, and groups of interest to discuss the reports of KLSH for waste management in the municipal council, the committee for public services, public debates etc.
- Support municipalities to publish such reports on their web pages

*Deliverables expected*

- Reports of KLSH discussed
- CSOs, media, and other groups of interest participate in discussions

- Reports, reactions, and articles in media published
- # of participants in public discussions related to waste management issues
- # of complaints in the municipalities regarding the quality of service, and level of local waste management plan implementation, lack of procedures or reports, etc.

*Duration foreseen*

This assignment will be carried out over 6 months, from September 2025 to the end of March 2026

**National agencies and Ministry of Tourism and Environment**

There are different national institutions involved in the activities of waste management such as the Ministry of Tourism and Environment (MoTE), the National Agency for Economy of Waste (AKEM), and the National Agency for Supporting Local Government (AMVV). Ministry of Tourism and Environment, collecting the inputs for policy influence and National Agency for Economy of Waste (AKEM) for implementation of the legal framework on waste management and measuring the performance of municipalities for the sector. All these national institutions will be associated in the activities of the project with different roles. For AKEM and MoTE support, specific activities will be part of another mandate.

**H. Capitalization of experiences and policy influence (based on the templates of good practices of AMVV/Academy)**

National Agency for Supporting Local Government (AMVV) is the main partner of the project on supporting municipalities where all the knowledge and experience will be handed over at the end of the project. Training curricula on waste management will be enriched thanks to the capitalized experience of municipal interventions.

Albanian Association of Local Authorities (ALAA) is a partner in collecting municipalities' feedback, inputs, and opinions from Waste Management Forums, contributing to policy influence and finalizing training curricula and handing them over to Academia for LGUs which will roll out training to local officials. For ALAA support, specific activities will be part of another mandate.

*Interventions requested*

- Involve key stakeholders in the activities
- Capitalize on the experiences and know-how of waste management
- Capitalize the improvement measures implemented in municipalities by presenting them to a broader public. Incorporate lessons learned during the implementation phases and make the necessary adaptations and improvements.

*Deliverables expected*

- Input on activities and capitalized experience shared with key stakeholders
- Capitalized case studies/surveys capturing the progress and lessons learnt communicated in a friendly way

*Duration foreseen*

This assignment will be carried out over 15 months, from March 2024 to the end of June 2026

## **I. Coordinate implementation of the interventions with stakeholders & national events**

### **Role of Regional Focal Points**

The Regional Focal Points (RFPs) are an important instrument of BtF to reach all municipalities and achieve results in the respective partner municipalities. RFPs are full-time engaged as part of the Bashki te Forta team. Having a good technical knowledge and network, RFPs directly accompanied previous interventions on different waste management topics from planning, financial sustainability of waste management activities, monitoring, and public awareness. They are crucial in linking municipalities with key actors in the area, ensuring respective expertise is provided, local officials complete their tasks within deadlines, and municipalities improve their performance. In each of the 6 municipalities, one RFP will directly support one municipality, focusing on the implementation of the work plan and shared tasks agreed upon with service providers and municipalities.

### **Coordination with other international projects**

There are several international projects going on in different municipalities. In each of the partner municipalities, BtF interventions should build upon synergies created together with other international projects. Working with the same municipal teams and beneficiaries, the transfer of expertise between projects is facilitated through peer learning and technical exchanges.

## 5. Budget and Administrative requirements

**A maximum of 7,800,000 ALL excluding VAT (seven million and eight hundred thousand Albanian Leke).**

At the end of this open procurement procedure, HELVETAS will establish a framework agreement for up to 16 months (March 2025-June 2026).

The level of expert fees and administrative expenses offered by the tenderers will not be changed during the period covered by this framework agreement.

BtF2 will sign a framework agreement with winning consultancy companies/bidding organizations and such framework agreement will be further broken into technical assistance requests for service based on specific ToRs, detailing the activities, the level of effort and workdays, the results, and timeframes for activities.

Based on this framework agreement, specific mandates for this package will be proposed first to the winning bidder having achieved the highest score through the present procedure. If the best scoring organization is not available, then Helvetas will propose the mandate to the second-best bidder and so forth until an agreement for service delivery is reached. The second and third-best bidders may also receive mandates if the better-ranked applicants fail to deliver to the agreed standard and requirements.

## 6. Experience and capacity expected from the tenderers.

The mandate is foreseen to be accomplished by a consultancy firm that sets up a team of at least 8 (eight) experts on waste management. The team should have a minimum:

- two environmental engineers, senior experts with at least 10 years of experience in waste management activities.
- one expert, mid-level experience (at least 7 years) in waste management activities and previous experience in social inclusion and civil society involvement (within waste collection and treatment activities, in designing and implementing of municipal waste management plans, GIS expertise etc.)
- one expert, with junior experience (at least 3 years) in waste management activities (data collection and reporting, community mobilization and implementation of municipal waste management plans, GIS expertise etc.)
- one financial expert on local finances, costs, tariffs, and budgets of public services, a senior expert with at least 10 years of experience.
- one expert in training and capacity building for public institutions, mainly local governments, a senior expert with at least 10 years of experience
- one legal expert, with at least 10 years of experience.
- one mid-level experience (at least 7 years) expert in communication and community involvement

The table below specifies the positions and their requirements.

No	Experts	Level of expert	Documents that must be submitted		
1	Waste management experts (environmental engineers)	<b>Senior</b> - At least 10 years of experience in the field of waste management at local and/or national level	CV updated in 2024, for each expert	Availability for this bid, signed by	References for entries in the CVs signed and stamped
3	Waste management expert	<b>Medium</b> - At least 7 (seven) years of experience in the field of			

		municipal waste management, social inclusion and CSO involvement	(mention how many years of expertise they have)	each expert	(is not obligatory)
4	Waste management expert	<b>Junior</b> - At least 3 (three) years of experience in the field of municipal waste management			
5	Senior financial management, local finances, and budgeting	<b>Senior</b> - At least 10 years of experience with financial management, especially with municipalities on local finances, cost and budgets of public services			
6	Legal expert	<b>Senior</b> - At least 10 years of experience with government regulatory and procedural acts			
7	Training and capacity building expert building for public institutions, mainly local governments	<b>Senior</b> - At least 10 years of experience with preparing and delivering workshops and training for public institutions, mainly for local government staff.			
8	Communication Expert	<b>Medium</b> - At least 7 (seven) years of experience in the field of communication and community involvement			
	....				

For the declaration of expert availability template: **see Annex 3.**

For the list of proposed experts for each of the expert positions of this call: **see Annex 6.**

The bidding organization/s should also submit references that prove experience with services in the field of:

1. Experience in carrying out scopes of work of similar size and complexity in projects for the local government.
2. Experience carrying out similar scopes of work complexity in projects financed by international donors.
3. Thematic expertise in the field of municipal waste management in the last five years. To have made a significant contribution to the field of management in municipal waste management, as demonstrated through publications, articles, and other relevant credentials.
4. Thematic expertise in designing and implementing municipal waste management plans, 3R, circular economy, climate change, social inclusion, communication and community involvement for environment and/or waste management, PPP, and performance management of the waste management sector.
5. Thematic expertise in capacity building, coaching, and technical assistance at local and/or national levels in the field of waste management and local government.
6. Legal and policy expertise for waste management social inclusion as well as local government.
7. Experience in providing capacity development, training, or coaching as well as facilitation skills
8. Experience in managing teams of consultants/experts on similar projects.

9. Expertise in the field of management of public services, municipal administration, and council.
10. Communication, capitalization, and facilitation skills able to be strategic and synthesize learnings.

The level of expertise will be evaluated considering both the record of mandates delivered by the bidding organization and the qualifications of the proposed experts. See Annex 2 related to the mandates of the organization.

## 7. Evaluation process and procedures

The evaluation of all the offers will be organized in three steps. Step 1 all offers will be evaluated if they fit with eligibility criteria. Once you're in and the offers pass these steps, then another evaluation will be done to assess the content and quality of the offer. The last and separate evaluation is linked with the financial offer.

### a. Eligibility criteria

No.	Description	Required documents
1a	* <u>Cover letter</u> with original signature (including address, website, and focal person if additional info is required)	Signed cover letter
1b	Prove that the consultancy firm/bidding organization is registered and has the respective legal status, like: <ul style="list-style-type: none"> <li>• Limited liability company (shpk)</li> <li>• Physical Person</li> </ul>	1. For the companies, a document from the National Centre of Business (e-Albania) describes the history and confirms the active status of the consultancy firm/bidding organization. The historical extract from QKB must not be older than 3 months before the deadline of submission of the offer.
	<ul style="list-style-type: none"> <li>• NPO/NGO</li> </ul>	2. For NPOs/NGOs, a document of their registration in the court. The certificate from the Court must not be older than 3 months before the deadline for submission of the bid.
	For each Consortium, each firm/organization must be registered and must have a bilateral agreement.	Documents to be submitted must be according to points 1 & 2 above (depends on the nature of the consortium), and the Bilateral Agreement, where it shows the leader of the Consortium and the division in % for each firm/organization.

2	<p>Prove that the consultancy firm/bidding organization is not in a bankruptcy process, subject to insolvency or winding-up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended.</p> <p>If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>For the companies, a document from the National Centre of Business (e-Albania) describes the history and confirms the active status of the consultancy firm/bidding organization.</p> <p>The extract from QKB must not be older than 3 months before the deadline for submission of the bid.</p> <p>For NPO/NGOs, a document from the court for not being in the bankruptcy process.</p> <p>The certificate from the Court must not be older than 3 months before the deadline for submission of the bid.</p>
3	<p>Prove that the consultancy firm/bidding organization has no unpaid taxes for the current period.</p> <p>If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>Document issued by E-Albania:</p> <ul style="list-style-type: none"> <li>• Certificate payment for taxes.</li> <li>• Certificate payment for social &amp; health security, issues within the last 30 days.</li> <li>• Certificate payment for the Local taxes</li> </ul> <p>Extract from QKB or certificate Court must not be older than 3 months before the deadline of submission.</p> <p>Certificates from the Municipality must not be older than 3 months before the submission deadline.</p>
4	<p>Prove from the court for not having past civil cases (last 3 years) established by a final judgment or a final administrative decision.</p> <p>If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>Document from the Court must not be older than 3 months before the deadline for submission of the bid.</p>
5	<p>Prove for not having past penal cases linked with payment of taxes or social security contributions, obligations, fraud, and/or with corruption cases (last 3 years) If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>Documents from the Court or General Directorate of Prisons (Judicial Records Certificate / Certifikatë e Gjendjes Gjyqësore- Deshmi Penaliteti) must not be older than 3 months before the deadline for submission of the bid.</p>
6	<p>Prove from the bailiff office for not have debts, pending payments, or obligations not yet executed (last 3 years)</p> <p>If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>Document from the bailiff office must not be older than 3 months before the deadline for submission of the bid</p>



7.1	<p>Financial sustainability of the organization/firm's activity. Prove that the consultancy firm/bidding organization had an average turnover during the three latest years for which the account has been closed (2021, 2022, and 2023) over 50 % of the requested amount under this call.</p> <p>If a consortium applies, the proof must be for each firm/organization, that is part of the consortium.</p>	<p>An average turnover of at least <b>40,000 Euros</b> in each of the last three years proven by financial reports preferably audited.</p> <p>The document of turnover from the General Directory of Taxes (E-Albania) must not be older than 3 months before the deadline for submission of the bid.</p> <p>The document from the General Directory of Taxes (E-Albania) if the firm/organization or NPO/NGO is subject of VAT, must not be older than 3 months before the deadline for submission of the bid.</p>
7.2	<p>1. For business: Proofs that firm or individual (registered in QKB) accounts of the last two years (2022, and 2023) have been audited.</p> <p>2. For NPO/NGOs: Proofs that accounts of the last two years (2022 &amp; 2023) have been audited or at least financial reports handed over to tax authorities.</p> <p>3. If a consortium applies, the proof must be for each firm/organization, that is part of the consortium, according to point 1 &amp; 2 above.</p>	<p>1. If you are Audited, you must submit the External audit reports for the years 2022 and 2023, if you are not audited you must submit the Financial Statements and the proof that they have been submitted to Tax Authorities.</p> <p>2. You must submit the Financial Statements and the proof that they have been submitted to Tax Authorities</p> <p>3. Documents to be submitted must be according to the points 1 &amp; 2 above (depends on the nature of the consortium).</p>

For eligibility criteria described in (1b) (2), (3), (4), (5), (6), (7.1), and (7.2) the production of a recent extract from the judicial or administrative institution record is required.

**Please add the documents in the order above** to your bid, clearly separating them with tabular sheets with a title.

**b. Content and quality of the offer**

No.	Description	Required documents	Weighting in the evaluation
1	Adequacy of the profile of the consultancy firm/bidding organization	<p>List of thematically and geographically relevant mandates implemented by <b>the consultancy firm/bidding organization</b> in the last 5 years. Referring to Annex 3, please indicate the relevant projects involved, the field of expertise, types of services, donors, contact person, number of experts of your organization involved in each mandate, and total financial volume.</p> <p>Each mentioned mandate should be accompanied by a contact person as a reference for any relevant entries.</p>	15 points

		A letter of reference from the Contracting Authority is not needed.	
2.1	Adequacy of the CVs of proposed staff	*CVs of the proposed experts (6 minimum and 8 maximum) in Europass CV format. <sup>2</sup> Any entries in the CV relevant to this call <b>should be accompanied by a signed reference</b> . The reference should confirm the duration of the entry in the number of months, and the services delivered.  Please clarify what expert is proposed for what position (see table above of the number of requested experts, and Annex 7)	70 points
2.2		Availability of experts. All proposed experts should sign a declaration of their availability for the duration of the mandate (Annex 4). If the evaluation committee will find two same CVs (experts) in more than one consultancy firm/bidding organization, all these consultancy firms/bidding organizations will be disqualified. People working in Local or Central Government, are <b>not allowed to be part of the bid</b> .	
3	Quality of the concept paper	For the technical assistance (package) you apply to, provide <b>a concept paper</b> of max 3 pages explaining your understanding of the mandate and how, based on your experience, you plan to deliver your services with high effectiveness. Annex 4 provides a template for the concept paper.	15 points

\*A senior expert has a minimum of 10 (ten) years of experience;

\*\*A medium expert has a minimum of 7 (seven) years of experience;

\*\*\* A junior expert has a minimum of 3 (three) years of experience.

**Note: If a technical offer doesn't receive more than 60 points (from the maximum of 100 points) in technical evaluation, the bidder will not pass for the next step of the evaluation of the Financial Offer.**

### c. Financial offer

No.	Description	Required documents	Weighting in the evaluation
1	<b>Financial offer:</b> a daily fee as well as the level of involvement (# of working days within the given budget) of the proposed experts (all taxes included & VAT included if applicable), differentiating between senior experts, medium experts and junior experts  Each daily fee proposed must include the administrative costs (office costs, management fee, administration of documents, contract implementation reporting, transportation of materials,	One all-inclusive fee for: <ul style="list-style-type: none"> <li>• Senior position.</li> <li>• Medium position and</li> <li>• Junior position</li> </ul> One all-inclusive fee per. The maximum daily fee level per <b>senior</b> expert is <b><u>29,000 ALL tax included &amp; VAT included (if applicable).</u></b> The maximum fee level per <b>medium</b> expert is daily <b><u>14,000 ALL tax included &amp; VAT included (if applicable).</u></b> The maximum fee level per <b>junior</b> expert is daily <b><u>10,000 ALL tax included &amp; VAT</u></b>	<b>100 points</b>  The evaluation will consider the average fee for senior experts and for: <ul style="list-style-type: none"> <li>• Senior experts.</li> <li>• Medium experts and</li> <li>• Junior</li> </ul>

<sup>2</sup> As per Annex 5

participation in meetings with BtF2, communications with BtF and stakeholders, etc)	<u>included (if applicable).</u>	experts
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## 8. Evaluation of the offers

All the offers will be evaluated by an (internal) evaluation committee separately for the eligibility, the content of the offer, and the financial offer. **If the offers presented are not eligible in accordance with the criteria set out in this call, the content and financial offer will not be considered.**

The total amount of points for the content and quality of the offer will count for 50% of the total score of the bid.

The total amount of points for the financial offer will count for 50% of the total score of the bid.

## 9. Timetable of the procurement

Date	Activity
<b>Launching/Publication</b>	
10.01.2025	Call Publication
21.01.2025	Information session (12:00-13.00)
10.02.2025	Deadline for submission
17.02.2025	The decision by an internal committee
21.02.2025	Contracting and start of work

## 10. Administrative aspects

The technical and financial offer shall be submitted in English together in one 'overall envelope'. The technical requested documents (cover letter, documents from e-Albania, Court, list of mandates, CVs, concept paper, etc.) shall be submitted in English in one sealed envelope. Documents from Albanian institutions can be in Albanian.

The technical and financial offer should be submitted in separate and sealed envelopes inside the overall envelope. On the envelope should be written in a clear way the full name of the tender call you are applying on.

### PLEASE NOTE:

Under the waste management component of the Bashki te Forta project, four national tender calls are opened simultaneously:

- 1 \_ Intensive technical assistance on improving waste management services at 6 municipalities (Shkoder, Lezhe, Kukes, Mirdite, Shijak, Diber).
- 2 \_ Intensive technical assistance on improving waste management services at 7 municipalities (Korce, Berat, Permet, Tepelene, Vlore, Lushnje, Librazhd).
- 3\_ Support on improving waste management services to 22 municipalities on a regional basis
- 4\_ Support on improving waste management at the national level (legal changes for the sector and institutional support for AKEM)

Consultancies/bidding organizations are allowed to present offers for all of these 4 national tender calls and can win a maximum of two out of these 4 calls, but are NOT ALLOWED to win calls 1 and 2 together (Intensive TA for North and TA for South municipalities).

All candidates interested in asking questions or clarifying different elements of this procedure can visit our office on **21.01.2025, from 12.00-13.00 hrs**. Short notes of this session will be sent to all interested bidders. No email question-and-answer session will be available.

**Deadline:** The offers have to be submitted by **10.02.2025 (date of postmark) latest**. If you choose

to hand over the offer directly at the Bashki të Forta offices, please make sure to do it during working hours and before 16:00.

**Address:** The complete offer is to be submitted to the following address:

**Please do not open.**

Bashki te Forta Tirana  
Address: Str. "Ismail Qemali",  
Building 18, 4<sup>th</sup> Floor / Apt. 20.  
Tirana | Albania

**Late submission:** Bidders that submit the bid in the office can sign a sheet confirming the time of delivery. Bids submitted too late cannot be taken into consideration. They will be destroyed.

**Award decision:** All bidders will be informed in writing of the award decision. All tender evaluation procedure is confidential and cannot be shared with the bidders. Helvetas will inform non-successful bidders about their eligibility or not, and, if relevant, their ranking versus the successful bidder.

## 11. Conditions

- Each fee should include all taxes, VAT claims, and administrative costs but not reimbursable costs (accommodation and transport). Costs for travel, and accommodation, are regulated in the Annex to the contracts based on internal rules of HSI. The rates are fixed and do not change, despite the tax system changes.
- There is no appeal or reconsideration procedure foreseen and the decision by the evaluation committee (and or HSI) is final.
- An important evaluation criterion is the quality and adequacy of the proposed experts. The experts proposed by a bidder must be effectively available for the implementation of the mandate. The unavailability of the proposed experts is a rightful reason for not going into a mandate agreement with a bidder.

## 12. Confidentiality

All information of any kind that comes to the attention of the bidder in connection with the tendered mandate of the awarding authority is to be treated as confidential. The content of the present tender may only be made available to persons taking part in the preparation of the bid.

The tender documentation may not be used for any other purposes than the preparation of the bid, even in extracts.

Bidders treat facts as confidential that are not public knowledge or publicly available. In cases of doubt, facts are to be treated as confidential. This obligation to secrecy remains valid even after the conclusion of the tender procedure.

The awarding authority undertakes to maintain confidentiality about this bid towards third parties subject to the reserve of statutory publication requirements.

## 13. Integrity

Bidders undertake all necessary measures to avoid corruption, especially not offering or accept payments or other advantages.

The bidder notes that a violation of the integrity clause leads as a rule to the cancellation of the award or too early termination of the contract by the contracting authority for important reasons.

The Parties shall inform each other in case of any well-founded suspicions of corruption.

## 14. Eligibility

The award of public contracts to the following contractors is prohibited:

- a. Russian nationals living outside Switzerland or other nationals living in Russia;
- b. Companies or organizations established in Russia;

- c. Companies or organizations that are, directly or indirectly, to more than 50% owned by a subject/entity according to letter a or b (except if, before August 31, established in Switzerland);
- d. Companies or organizations acting on behalf or under the instructions of a subject/entity according to letter a, b or c.

## Annex 1

### List of municipalities that will be directly supported with technical assistance

No	Municipalities receiving direct support (North 6 LGUs)
1	Shkoder
2	Shijak
3	Kukes
4	Mirdite
5	Lezhë
6	Diber

No	Municipalities receiving direct support (South 7 LGUs)
1	Korce
2	Berat
3	Permet
4	Tepelene
5	Vlore
6	Lushnje
7	Librazhd

No	Municipalities receiving support on a regional basis
1	Malesi e Madhe
2	Vau I Dejes
3	Kolonje
4	Maliq
5	Elbasan
6	Gramsh
7	Prrenjas
8	Gjirokaster
9	Dropull
10	Himare
11	Mallakaster
12	Rrogozhine
13	Kavaje
14	Delvine
15	Bulqize
16	Patos
17	Klos
18	Memaliaj
19	Kamez
20	Kurbin
21	Kucove
22	Belsh

## Annex 2

### Mandates relevant to this call.

Name of legal entity	Project title							
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of funder	Origin of funding	Dates of mandate (start/end)	Name of consortium members, if any
Short description of the Project <sup>3</sup>						Type of services provided		
Contact:								

## Annex 3

### Staff declaration of their availability template

=====

Place, date...

"I, undersigned ....., declare that I'm part of .... (name of consultancy company/bidding organization) team to implement the mandates provided by Helvetas in the frame of implementation of ...activities for the period 01 January 2024 - June 2026.

By signing this statement, I agree with my continued commitment to this project team and guarantee my availability for the implementation of project activities in the time/period described above."

## Annex 4

### Template for the concept paper

=====

The concept paper should be no longer than 3 pages explaining:

- Your understanding of the mandate based on the current situation in the sector
- Your experience in similar topics
- Based on your experience,
  - o how do you plan to deliver your services with high effectiveness for municipalities and citizens
  - o what are the new elements, methodologies, and tools that you could bring
- Your objectives in implementing this support package
- How do you plan to achieve them?

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<sup>3</sup> Not more than half a page

## Annex 5. Format CV

### PERSONAL INFORMATION **Replace with First name(s) Surname(s)**

[All CV headings are optional. Remove any empty headings.]

Replace with house number, street name, city, postcode, country

Replace with telephone number    Replace with mobile number

State e-mail address

State personal website(s)

Replace with type of IM service    Replace with messaging account(s)

Sex Enter sex | Date of birth dd/mm/yyyy | Nationality Enter nationality/-ies

### JOB APPLIED FOR POSITION PREFERRED JOB STUDIES APPLIED FOR PERSONAL STATEMENT

Replace with job applied for / position / preferred job / studies applied for / personal statement (delete non relevant headings in left column)

### WORK EXPERIENCE

[Add separate entries for each experience. Start from the most recent.]

Replace with dates (from -  
to)

**Replace with occupation or position held**

Replace with employer's name and locality (if relevant, full address and website)

1. Replace with main activities and responsibilities

Business or sector Replace with type of business or sector

### EDUCATION AND TRAINING

[Add separate entries for each course. Start from the most recent.]

Replace with dates (from -  
to)

**Replace with qualification awarded**

Replace with  
EQF (or  
other) level if  
relevant

Replace with education or training organisation's name and locality (if relevant, country)

2. Replace with a list of principal subjects covered or skills acquired

### PERSONAL SKILLS

[Remove any headings left empty.]

Mother tongue(s)    Replace with mother tongue(s)

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
Replace with language	Enter level	Enter level	Enter level	Enter level	Enter level
	Replace with name of language certificate. Enter level if known.				
Replace with language	Enter level	Enter level	Enter level	Enter level	Enter level
	Replace with name of language certificate. Enter level if known.				



Communication skills Replace with your communication skills. Specify in what context they were acquired. Example:  
 3. good communication skills gained through my experience as sales manager

Organisational / managerial skills Replace with your organisational / managerial skills. Specify in what context they were acquired. Example:  
 4. leadership (currently responsible for a team of 10 people)

Job-related skills Replace with any job-related skills not listed elsewhere. Specify in what context they were acquired. Example:  
 5. good command of quality control processes (currently responsible for quality audit)

Digital competence

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem solving
Enter level	Enter level	Enter level	Enter level	Enter level

Levels: Basic user - Independent user - Proficient user  
Digital competences - Self-assessment grid

Replace with name of ICT-certificate(s)

Replace with your other computer skills. Specify in what context they were acquired. Example:  
 6. good command of office suite (word processor, spread sheet, presentation software)  
 7. good command of photo editing software gained as an amateur photographer

Other skills Replace with other relevant skills not already mentioned. Specify in what context they were acquired. Example:  
 8. carpentry

Driving licence Replace with driving licence category/-ies. Example:  
 B

**ADDITIONAL INFORMATION**

Publications Replace with relevant publications, presentations, projects, conferences, seminars, honours and awards, memberships, references. Remove headings not relevant in the left column.  
 Presentations  
 Projects  
 Conferences  
 Seminars  
 Honours and awards  
 Memberships  
 Example of publication:  
 9. How to write a successful CV, New Associated Publishers, London, 2002.  
 Example of project:

References  
Citations  
Courses  
Certifications

10. Devon new public library. Principal architect in charge of design, production, bidding and construction supervision (2008-2012).

ANNEXES, not obligatory

Replace with list of documents annexed to your CV. Examples:  
11. copies of degrees and qualifications;  
12. testimonial of employment or work placement;  
13. publications or research.

## Annex 6.

List of experts for the position mentioned in this call.

<b>Nr.</b>	<b>Name of expert</b>	<b>Position relevant to this call</b>	<b>Years of work experience as the expert, relevant to this call</b>
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			