



Specifications

Resilient and Efficient Utilities in North Macedonia

This procedure is conducted in accordance with the Public Procurement Act (PPA). This means that no communication is permitted between the tenderer and the requesting offices during the procedure.

1	Terms and abbreviations	3
2	Introduction, purpose of the document	4
3	Background and description of the object of procurement	5
	3.1 Background	5
	3.2 Object of procurement	5
4	Mandatory requirements: Participation conditions, eligibility criteria	6
	4.1 Mandatory requirements	6
	4.2 Fulfilment of the mandatory requirements	6
5	Award criteria (AC)	6
	5.1 Overview	6
	5.2 Fulfilment of the requirements catalogue.....	6
	5.3 Financial offer	6
6	Evaluation	7
	6.1 Evaluation phases	7
	6.2 Taxonomy	8
	6.3 Evaluation of prices and costs	8
7	Requirements in terms of structure and content	9
	7.1 General	9
	7.2 Structure	9
8	Administrative details	10
	8.1 Contracting authority	10
	8.2 Procurement item.....	11
	8.3 Conditions	11
	8.4 Further information.....	12
9	Appendices	13
	9.1 Referenced appendices	13

1 Terms and abbreviations

Term	Definition/explanation
GTC	Confederation's general terms and conditions
Requesting office/procurement office	Federal organisational unit for which the services are ultimately provided
PPA	Federal Act on Public Procurement (SR 172.056.1)
simap	Information system for public procurement in Switzerland (simap.ch)
PPO	Ordinance on Public Procurement (SR 172.056.11)
WTO	World Trade Organisation
PC	Participation Conditions
EC	Eligibility criterion
AC	Award criterion
FPC	Federal Procurement Conference
VAT	Value added taxes
SECO	State Secretariat for Economic Affairs
IC	Implementation Consultant
MoEEP	Ministry of Environment and Physical Planning
EE	Energy Efficiency
RES	Renewable Energy Sources

List of abbreviations

2 Introduction, purpose of the document

This document describes the objectives that are to be pursued and achieved with this procurement item. It governs the procedure and form of tender submission and, together with the Confederation's general terms and conditions ([GTC](#)), the Federal Act of 21 June 2019 on Public Procurement ([PPA; SR 172.056.1](#)) and the Ordinance of 12 February 2020 on Public Procurement ([PPO; SR 172.056.11](#)), forms the basis for this procedure.

The procedure is governed by the provisions of the act for procedures outside the scope of international treaties.

The procurement procedure will be carried out according to the Federal Act on Public Procurement of 21 June 2019 (PPA, SR 172.056.1) and the Ordinance on Public Procurement of 12 February 2020 (PPO, SR 172.056.11). Falling under Annex 5 section 1 letter d of PPA (public contracts outside the scope of international treaties), this procurement does not fall under the rules of the WTO Agreement on Government Procurement (GPA; within the scope of international treaties). According to Art. 52 para 5 PPA there is therefore no right of appeal under this procurement procedure.

3 Background and description of the object of procurement

3.1 Background

The project's main goal is to boost the resilience and efficiency of urban water and wastewater Utilities in North Macedonia and thereby contribute to the cities' economic development. To achieve this, the project aims to improve the organizations, operational and financial performance of seven Public Utilities while increasing their energy efficiency and expanding the use of renewable energy. Key supporting factors for success include the gradual upgrade of Utility infrastructure, as well as the integration of energy efficiency aspects in the regulatory and institutional framework. The Ministry of Environment and Physical Planning (MoEPP) will act as the main project partner and will be involved during the whole project duration to improve regulatory framework conditions.

3.2 Object of procurement

An Implementation Consultant (IC) will assist the Utilities with corporate development support to improve their business planning, reduce non-revenue water, adopt energy efficiency approaches for water and wastewater services, and implement renewable energy measures. Through the increased energy efficiency and a sound business planning, the project contributes to the sustainability of infrastructure investments which is a pre-requisite for economic development and to climate mitigation. On national level, the IC will support the Regulator to strengthen its capacities in the supervision of the Utilities' investment planning, energy audits and tariff structures. The Implementation Consultant will be in regular contact with SECO and will report to the Steering Committee. The IC's mission will be governed by a contract established between the IC and SECO. SECO will provide contractual oversight and be responsible for approving the deliverables of the IC which do not require the approval of the Steering Committee.

3.2.1 Overview of the services to be awarded

The mandate for the Implementation Consultant comprises all services that are deemed necessary to implement the project and achieve the project objectives. The IC bears the main responsibility towards SECO for the activities and their results. The scope of services shall include, but not be limited to, the tasks described in the Terms of References (ToR) (Appendix 2).

3.2.2 Basic services to be awarded

The project implementation is planned for 5 years (expected January 2026- December 2030) with an overall budget of CHF 7'643'000.

A maximum of CHF 2'500'000 are foreseen for the mandate of the Implementation Consultant. The management of a project account for the SECO investments of CHF 3'255'000 is part of the mandate. The detailed project budget is listed in the ToR.

3.2.3

3.2.4 Options

The project foresees an option, that project activities may be followed by an additional phase with a duration of 5 years, which draws on the lessons learnt during previous phases. Based on the success of the project in achieving results, SECO will decide on the continuation of the project approximately half a year before the end of Phase I. The option may cover either an extension of the project with the same utilities to improve the sustainability of the project or a replication of the project with different utilities. The expected SECO contribution is up to CHF 7 million and a mandate for the Implementation Consultant comparable to the Mandate for Phase I. The project budget for the option is listed in the ToR.

Such an optional additional phase would normally run from 2031 to 2036. The option will only be triggered under the condition that 1) the recommendations of the external evaluation concerning the continuation of the program and the performance of the IC are positive; 2) a subsequent phase is approved by SECO (subject to internal approval procedures and approval of future Framework Credits by the Swiss Parliament); 3) subject to the good quality of work performed by the IC and services of the IC are still required; and 4) SECO and the IC can agree on the extension of the contract.

4 Mandatory requirements: Participation conditions, eligibility criteria

4.1 Mandatory requirements

All companies with sufficient commercial and technical capacity that meet the participation conditions and the following eligibility criteria are invited to submit a tender in CHF.

4.2 Fulfilment of the mandatory requirements

The participation conditions and eligibility criteria set out in the Appendix 01 must be met in full and without any restriction or modification, and evidence must be provided at the time of tender submission; otherwise, the tender will not be considered.

5 Award criteria (AC)

5.1 Overview

The award criteria (AC) are used for detailed scoring of the tenders. These points determine the final rankings in the final tally. A detailed description and requirements of the AC can be found in appendix 01.

No.	Designation	Weighting in %
AC 1	Project team qualifications and experience	30
AC 2	Project approach and plausibility of the project set-up	25
AC 3	Demonstrated experience in similar projects	10
AC 4	Financial offer	20
AC 5	Quality of presentation and interview	15
	TOTAL	100

Overview of the award criteria

5.2 Fulfilment of the requirements catalogue

The requirements listed in the appendix 01 must be formulated and answered completely, clearly and in detail. The requirements catalogue shall be submitted with the required information and signed. The corresponding documents and evidence must be enclosed where specified. For bidding consortium, the self-declarations have to be signed by all individual members. Although references to other documents are permitted, such references must precisely cite the relevant document section(s). If a requirement is divided into individual points, all of these points must be addressed in detail. The information requested in the appendix 01 must be filled in completely and comprehensibly.

N.B.: The procurement office reserves the right to verify the content of the documentation and/or information referred to by the tenderer in the tender and to request additional information from the tenderer if necessary. If the answers are unclear or incomprehensible, or if the required information or documents are unavailable or inadequate, the tenderer's answer may receive a lower rating as a result.

5.3 Financial offer

Basic mandate:

The budget ceiling for the Implementation Consultant for the basic mandate – without options – is CHF 2'500'000. See the Financial Proposal Template in Appendix 04 for the breakdown of costs, as well as the Terms of Reference (Appendix 01).

(Note: This budget limit does not include the Project Funds from SECO contribution of CHF 2'860'000 that the implementing agency will manage as a project account for investment measures as these do not need to be offered.)

Option:

The maximum budget for the Implementation Consultant for the Option (budget increase) is CHF 3'000'000. The budget for the Option includes an estimated inflation of 20%, but the exact inflation will be determined when the option is triggered based on real costs (according to SIA 126, location Switzerland).

(Note: This budget limit does not include the Project Funds that the Implementation Consultant will manage as a project account as these do not need to be offered. The amount of these Project Funds will be defined prior to triggering any option.)

Overall project mandate:

The maximum budget for the overall project mandate cumulating the basic mandate, the Option and the project reserve is CHF 6'745'000. See the Financial Proposal Template in Appendix 4 for the breakdown of costs.

All prices shall be quoted in [CHF].

The expenses should be shown as lump sums in the financial offer.

5.3 Presentation and interview

A presentation shall take place via MS Teams or Zoom for those bidders who still have a chance to get awarded after the evaluation of AC 1-4. The exact date of the presentations will be communicated to the tenderers approx. one week before. The tenderer will hold a PowerPoint presentation of max. 15 min.

Possible structure of the interview / presentation

Introduction by procurement office	5 min
Introduction of the team/consortium	5 min
Presentation of the proposed approach and concept, challenges, risks, etc.	10 min
Q&A with pre-defined questions	40 min

6 Evaluation

6.1 Evaluation phases

The following steps are taken before the award decision:

Item	Description of activity	Date
1	Tender publication on the simap platform	29.09.2025
2	Question(s) and answer(s) session	22.10.2025
3	Submission of tenders	16.11.2025
4	Evaluation of the tenders submitted	02.12.2025
5	Presentations	09.-12.12.2025
6	Evaluation and evaluation decision	19.12.2025

6.1.1 Award decision

SECO will award the contract to the bidder whose Proposal has been determined to be the most advantageous Proposal. SECO will notify the first-ranked bidder in writing that its Proposal has been awarded. The notification may lead to a clarification meeting to discuss open questions of the Proposal with the first-ranked bidder in virtual form, at the awarding authorities' headquarters or its country office. All bidders will be informed in writing of the award decision. The award will be published on www.simap.ch.

6.2 Taxonomy

6.2.1 Taxonomy type

The following evaluation typ is used to assess whether the qualitative award criteria are met:

Taxonomy type A
A = 100% fulfilment
B = 50% fulfilment
C = 25% fulfilment
D = 0% fulfilment

The allocation to the individual criteria can be seen in the Appendix 01.

6.3 Evaluation of prices and costs

6.3.1 Award criterion of overall price

For awarding points, the decisive total price, calculated as follows, will be evaluated for each tender:

Decisive total price for evaluation =

Cost of the procurement volumes put out to tender (basic contract + option)

Based on a comparison with all tenderers, the lowest tender is awarded the maximum number of points. Points are awarded according to the following formula:

$$\text{Max. number of points } x \left(\frac{\text{Price of the most advantageous tender}}{\text{Price of the tender}} \right)^2$$

Price calculation formula:

$$\text{Points} = M \times \frac{(P_{\text{max}} - P)}{(P_{\text{max}} - P_{\text{min}})}$$

- M = Maximum number of points
- P = Price of the tender to be evaluated
- Pmin = Price of the lowest compliant tender
- Pmax = Price at which the price curve intersects zero (Pmin * 150%)

Sample calculation: Maximum 5,000 points for price

- Pmin = CHF 500,000.00
- Pmax = CHF 750,000.00 (1.5 x 500,000.00)

Supplier A	CHF 500,000.00	5,000 points
Supplier B	CHF 510,000.00	4,800 points
Supplier C	CHF 755,000.00	0 points

6.3.2 Award criterion of the weighted average key experts' rates

For the AC 5.2 and 5.3, the Financial Proposal (including the option) with the lowest evaluated weighted average daily rates resp. monthly key expert rate (Rm) will be awarded the maximum price score (Nkp) of 60. The rate score of the other proposals will be calculated by the following formula: $Nkp = 60 \times (Rm / R)^2$, where "Nkp" is the rate score, "Rm" is the lowest weighted average rate, and "R" is the weighted average rate of the evaluated proposal.

7 Requirements in terms of structure and content

7.1 General

In the interests of a fair and swift evaluation, the tenderer is obliged to structure the tender as follows.

7.2 Structure

Section	Content	Reference in tender documentation
1	Company overview (max. 2 A4 pages) Contents: <ul style="list-style-type: none"> – Headquarters and any branch offices – Legal form – Key products and services If subcontractors are called upon, details of all companies called upon and their roles must be provided (max. 2 A4 pages each).	
2	Completed and duly hand-signed requirements catalogue, incl. tenderer's details	Appendix 01
3	Requirements catalogue enclosures (Evidence for the individual criteria, e.g. FPC self-declaration, concept, team composition, references etc.)	See Appendix 01
4	Financial offer	Appendix 04

Overview of the input structure

8 Administrative details

8.1 Contracting authority

8.1.1 Official name and address of the contracting authority

Requesting office/procurement office
State Secretariat for Economic Affairs (SECO)
WEIN
Holzikofenweg 36
3003 Bern, Switzerland

8.1.2 Deadline for questions in writing

9/22/2025

All questions on the tender shall be submitted these in anonymised form to the questions forum at www.simap.ch. No information will be provided over the phone.

Any questions submitted after this deadline cannot be answered.

All questions and answers will be published on www.simap.ch. All Bidders are themselves responsible for downloading the answers from SIMAP and for taking them into consideration in the preparation of the bids.

8.1.3 Deadline for submitting tenders

11/16/2025 (16:00)

Any tenders submitted after the deadline will not be considered.

Formal requirements:

The complete tender (see requirements in section 7.2) is to be submitted electronically via the simap platform by 11/14/2025, at the latest. The authorised signatory(ies) must duly sign the tender.

The entire offer must be submitted as a single PDF file or put all the components of your offer in a ZIP folder before uploading. The text of the offer must be searchable and copyable. The following parts of the offer must be available as a scanned copy of the printed document **hand-signed** by the authorised signatories: the offer, incl. the requirements catalogue, the price sheet and the self-declaration forms. The documents must not be provided with an electronic signature. Electronic signatures are not accepted.

8.1.4 Type of contracting authority

Confederation

8.1.5 Type of procedure

Open procedure

8.1.6 Type of contract

Service contract

8.1.7 Procedure according to GATT/WTO agreement or treaty

No

8.1.8 Tender Documentation

The tender documentation on this open procedure to tender can be downloaded from the platform www.simap.ch. In order to do so, interested bidders first have to register your interest in the mentioned project.

8.2 Procurement item

8.2.1 Type of service contract

Other services

Contract for work and services

8.2.2 Place of service provision

North Macedonia

8.2.3 Contract duration

1/1/2026 – 12/31/2030 for the basic contract

1/1/2031 – 12/31/2035 for optional extension (tentative dates)

8.2.4 Division into lots

No

8.2.5 Are variants permitted?

No

8.2.6 Are partial tenders permitted?

No

8.2.7 Execution timeframe

Start: January 2026; End: December 2030

8.3 Conditions

8.3.1 Deposits/securities

None

8.3.2 Terms of payment

Within 45 days of receipt of the invoice, net in CHF, excl. VAT, provided that the invoice is correctly submitted via e-billing.

Federal Administration information on e-billing can be found on the following website:

<https://www.efv.admin.ch/efv/en/home/efv/erechnung/aktuell.html>

8.3.3 Costs to be included

All prices are to be stated in Swiss francs (CHF) and net of VAT. The price net of VAT includes, in particular, insurance, expenses, social security contributions, etc.

8.3.4 Bidding consortia

Permitted. If the tenderer is taking part in the procedure as a bidding consortium, an enterprise must be designated as the lead (substitution, coordination). The tenderer must list all participants, together with their assigned roles.

The characteristic supply generally has to be provided by one of the consortium members.

8.3.5 Multiple tenders by bidding consortia

Multiple tenders by tenderers in the context of bidding consortia are not permitted.

8.3.6 Subcontractors

Permitted. If the tenderer involves subcontractors for contract performance, the tenderer will assume overall responsibility. The tenderer must list all subcontractors involved, together with their assigned roles.

The characteristic supply generally has to be provided by the tenderer.

8.3.7 Multiple tenders by subcontractors

Multiple tenders by subcontractors are permitted.

8.3.8 Remuneration for preparing tenders/presentation

No remuneration will be paid.

8.3.9 Language of tenders

English

8.3.10 Tender validity

180 days after the final deadline for tender submission.

8.3.11 Language of the tender documentation

The tender documentation is available in English.

8.3.12 Language of the procedure

This procurement procedure will be conducted in English. This means that all statements by the awarding office will be made at least in this language.

8.4 Further information

8.4.1 Prerequisites for countries not party to the WTO Agreement

None

8.4.2 Terms and conditions

Processing in accordance with the Confederation's general terms and conditions (GTC) for

- Service contracts (edition of September 2016; status: January 2024)

Available at [GTC \(admin.ch\)](#)

8.4.3 Verification and adjustment of tenders

Tenders are verified in accordance with Article 38 of the PPA. Tenders may be adjusted solely at the contracting authority's specific request. Adjustments must be made in accordance with Article 39 of the PPA and subject to the conditions set out therein.

8.4.4 Confidentiality

The parties shall treat as confidential all facts and information that are neither in the public domain nor generally accessible. In case of doubt, facts and information are to be treated confidentially. The

parties undertake to take all precautions that are commercially reasonable and technically and organisationally possible to ensure that confidential facts and information are effectively protected from access and knowledge by unauthorised parties.

The confidentiality obligation shall not be considered breached if confidential information is transmitted by the contracting authority within its own group (or within the Federal Administration) or to any third parties engaged. This applies to the tenderer insofar as transmission is necessary for contract performance or provisions of the contract are transmitted within the group.

Without the written consent of the contracting authority, the tenderer may not advertise the fact that cooperation exists or existed with the contracting authority, nor may the tenderer cite the contracting authority as a reference.

The parties shall impose the confidentiality obligation on their employees, subcontractors, sub-suppliers and other third parties called upon.

8.4.5 Integrity clause

The tenderer and the contracting authority undertake to take all necessary measures to prevent corruption, so that, in particular, no gifts or other advantages are offered or accepted.

In the event of failure to comply with the integrity clause, the tenderer will have to pay the contracting authority a contract penalty amounting to 10% of the total contract value, but at least CHF 3,000 per violation.

The tenderer acknowledges that violation of the integrity clause will generally lead to withdrawal of the award as well as early termination of the contract by the contracting authority for good cause.

In addition, the contracting authority may exclude the bidder from future tenders or contracts or revoke an award that has already been made. The Parties shall inform each other in case of any well-founded suspicions of corruption. Any breach shall be immediately reported to: WE-integrity@seco.admin.ch

8.4.6 Other information

Credit proviso: The annual credit requests and decisions of the Confederation's competent governing bodies concerning the budget and financial plan remain reserved.

9 Appendices

9.1 Referenced appendices

No.	Description	To be filled in by the tenderer	For information
1	Requirements catalogue	x	
2	Terms of Reference		x
3	Form for Financial Offer	x	
4	Project Implementation Draft Contract		x
5	Expenses Guidelines SECO-WE		x

Overview of referenced appendices