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LANDSCAPE FIRE MANAGEMENT IN THE WESTERN BALKANS

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THE LANDSCAPE FIRE MANAGEMENT IN THE WESTERN BALKANS PROGRAMME (LFMWB)
PUBLIC TENDERING PROCEDURE

Terms of Reference (ToR) for

"Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme"

Skopje, January, 2026

1. Background

Extreme weather events such as long-lasting droughts create the condition for devastating fires. Post-fire rainstorms result in secondary disasters such as erosion, landslides, and siltation of rivers. Moreover, insect outbreaks (i.e. bark beetles) and plant diseases are common occurrences after LFs. Climate change, land-use change, and the rural exodus are increasing the ecosystem's vulnerability to landscape fires in the Western Balkans, including Albania, Bosnia and Herzegovina, Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia, and represents one of the most affected regions in Europe by landscape fires (LFs).

To mitigate the negative impacts of LFs in the WB, it is necessary to have inclusive, cross-boundary cooperation and knowledge exchange to strengthen the capacities for landscape fire management (LFM) in the region. All of these aspects are incorporated in the Landscape Fire Management in the Western Balkans Programme. **The Landscape Fire Management in the Western Balkans (LFMWB) is a project financed by the Swiss Agency for Development and Cooperation – SDC and coordinated by Farmahem from Skopje, North Macedonia with backstopping support from Helvetas Swiss Intercooperation from Switzerland.** The first phase is designed to be implemented in the period from 01.02.2022 until 31.12.2026.

The overall goal of this LFMWB is to increase resilience of Western Balkan forests and landscapes against fires benefit the people who depend on these landscapes for their livelihoods and socioeconomic development using a participatory approach that includes the local population in the processes, promotes gender equality, and further strengthens public awareness of the importance of safeguarding natural resources. This goal is aligned with the SDC's Framework strategic components: Climate-resilient development and Sustainable management of natural resources. The Programme outcomes **(1) Better cooperation:** A lasting regional network is established and contributes to cross-boundary knowledge exchange and cooperation in landscape fire management (LFM); **(2) Better capacities:** Strengthened capacities on broader LFM approaches allow for an effective cross-sectoral collaboration at multiple levels; **(3) Better policies:** Revised policies and strategies on LFM are in place to support sustainable landscape management at local, national and regional levels; initiate inter-sectoral collaboration, improved working approaches, involvement of the community and key stakeholders in the development processes. The strategic partners are supported in taking the driving seat to ensure the sustainability of the Programme interventions on a national, regional, and international level.

The LFMWB Programme will contribute to establish strong and fully operational national and regional networks for LFM launching multi-stakeholder policy dialogues, foster better cooperation and strengthen the capacities in the WB region. Furthermore, the LFMWB Programme will contribute to encourage the integration of LFM as an essential part of climate change adaptation and mitigation strategies.

In the framework of the Landscape Fire Management in the Western Balkans (LFMWB) Programme, each Country partner Institution shall prepare national policy guidelines for

landscape fire management. The development process must be carried out through the respective LFM networks, ensuring a participatory approach that involves relevant institutions, stakeholders, and local communities. These guidelines will serve as a strategic instrument for integrating landscape fire management into national policies and practices, supporting climate change adaptation. They will provide a reference for policymakers to harmonize sectoral strategies, guide practitioners in implementing coordinated measures, and enable communities to strengthen resilience and reduce fire-related risks across landscapes.

2. Objective

The objective of this service is to support the preparation of national policy guidelines for LFM in Albania, Bosnia and Herzegovina, Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia within the LFMWB Programme. Guidelines will be developed through a participatory process involving LFM networks and relevant stakeholders from science, practice, and policy. The process will be coordinated by LFMWB partner institutions in each country, with LFM expert support from the Regional Fire Monitoring Centre (RFMC) in Skopje. The consultant will provide expert support to LFMWB Country Project Staff (CPS) and members of each LFM network in preparing and drafting the national policy guidelines.

In the final stage, the consultant will review and revise draft documents in close collaboration with designated CPS and RFMC representatives. This will be carried out through a "learning by doing" approach, aimed at strengthening the capacities of CPS and RFMC in preparing LFM policy guidelines.

3. Contracting authority

The Contracting Authority is the Landscape Fire Management in the Western Balkans Programme, a project of the Swiss Agency for Development and Cooperation (SDC), coordinated by "Farmahem", with its headquarters at Kičevska Street No. 1, 1060 Skopje.

4. Applicable regulations

This call is carried out in accordance with the Methodology for implementing contract award procedures under the Landscape Fire Management in the Western Balkans Programme, approved by the Swiss Agency for Development and Cooperation (Swiss Agency for Development and Cooperation – SDC).

5. Who can apply

Every interested legal entity from the Western Balkans region, registered for services related to the subject of the tender, has the right to submit an offer.

In the case of a group of bidders, the group must appoint a representative who will be authorized to perform all business activities for and on behalf of any party and all parties within the group of bidders during the contract award procedure and during the execution of

the contract, if selected. The representative of the group must also submit, along with the offer, a written authorization signed by all members of the group of bidders, authorizing the representative to submit the offer and to undertake all rights and obligations on their behalf and for their account. All members of the group of bidders are individually and jointly liable before the contracting authority for fulfilling their obligations.

Bidders (or expert(s)/subcontractors from the bidder's team) who have one or more negative recommendations, as well as groups of bidders (or expert(s) from the bidder's team) with a negative recommendation, do not have the right to participate or will be excluded from the process. Negative recommendations may be issued either by the donor or by the relevant institutions in the countries of interest.

6. Costs for Submitting an Offer

The bidder is responsible for all costs related to the preparation and submission of the offer. The contracting authority awarding the contract bears no responsibility for these costs, regardless of the outcome of the contract award procedure.

7. Price Differences (Price Adjustment)

No price adjustments are envisaged. The prices stated in the offer of the most favourable bidder shall remain fixed for the entire duration of the procurement contract.

8. Language of the Offer

The offer, as well as all correspondence and documentation related to the offer, shall be submitted in the English language.

9. Prevention of Conflict of Interest

When executing the contract, the bidder must not engage individuals who were involved in the evaluation of offers submitted in the contract award procedure, nor during the implementation of the contract. If this occurs, the contracting authority that awarded the contract has full right to terminate it.

10. Clarification, Amendment, and Supplementation of the Terms of Reference

Requests for Information and Clarifications

Any request, information, or clarification regarding the call and Terms of Reference or other documents in the process may be submitted via email to the following contact: marija.sterjovska@lfmwb.net The Program Team will respond within 5 days from receipt of the message. Questions may be submitted no later than 6 days before the deadline for submitting offers.

Amendments to the tender/Terms of Reference

The Landscape Fire Management in the Western Balkans Programme, as the contracting authority, reserves the right—no later than 5 days before the deadline for submitting offers—to amend or supplement the call and Terms of Reference, either at its own discretion or based on clarification requests submitted by bidders. Any amendment or supplementation will be published in the same manner as the original Terms of Reference at the web page of the Programme.

11. Qualifications of the Bidders

I. Formal Requirements

- Compliance with the submission deadline – the offers must be submitted within the specified deadline.
- Compliance with the format – the offers must be submitted using the form provided in Annex 1 of this Tender Documentation.

II. Eligibility Criteria

The following eligibility criteria must be met; otherwise, the offer will not be considered:

- personal standing (registration form) – issued by official authority;
- competence for performing a professional activity – issued by official authority;
- economic and financial standing – issued by official authority;

12. Criteria for Determining the Capacity of Bidders

To participate in the contract award procedure, the bidder must submit a Statement for Proof of Capacity (signed by the bidder) given in Annex 4 OR submit the documents listed below in point 13.

Subcontractors or group members from Western Balkan countries must also submit the same Statement for Proof of Capacity.

13. Proof of Personal Status

To prove their personal status, the bidder must submit the following documents:

A statement from the bidder confirming that in the past 5 years they have not received a final court verdict for participation in a criminal organization, corruption, fraud, or money laundering;

A certificate from the competent authority confirming that no bankruptcy proceedings have been initiated;

A certificate from the competent authority confirming that no liquidation proceedings have been initiated;

A certificate of paid taxes, contributions, and other public fees issued by the competent authority of the country where the economic operator is registered;

A certificate from the official institution confirming that no secondary penalty has been imposed prohibiting participation in public calls, public procurement contract awards, or public-private partnership contracts;

A certificate from official institution confirming that no secondary penalty has been imposed for temporary prohibition of performing a particular activity;

A certificate from official institution confirming that no secondary penalty has been imposed for permanent prohibition of performing a particular activity;

A certificate confirming that no misdemeanour sanction prohibiting the performance of a profession, activity, or duty has been imposed with a final verdict;

A certificate confirming that no temporary prohibition for performing a particular activity has been imposed with a final verdict.

The documents listed in section 13 must not be older than 6 months and must be submitted as a copy certified (signed) by the bidder. The documents from section 13 may be requested additionally by the LFMWB Programme.

14. Proof of Capacity to Perform Professional Activity

To prove the capacity to perform the ToR, the bidder must submit a document for registered activity / Certificate of registered activity as evidence that they are registered as a legal entity authorized to perform the activity related to the subject of the public procurement contract, or proof that they belong to an appropriate professional association in accordance with the regulations of the country where they are registered.

This document must be submitted in as a copy certified (signed) by the bidder, stamped and signed by the authorized person with the indication: "True to the original".

Proof of Technical or Professional Capacity

The bidder proves the fulfilment of technical or professional capacity by mandatory submission of the following documentation:

- Profile of the bidder with a minimum of 10 years of experience in the providing services same or similar to those required in the ToR;
- Reference list of implemented projects, of which at least 3 must be in the same or similar field;
- Educational and professional qualifications of all members of the proposed expert team (CVs).

The CVs of the proposed team members must clearly present:

- their relevance to the project,
- the specific areas each member will cover,
- their qualifications for carrying out the terms of reference.

15. Scope of work

The bidder shall provide technical expertise and facilitation support for the preparation of national policy guidelines for landscape fire management in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia). The scope of work includes, but is not limited to, the following tasks:

- Develop the content outline for the national LFM policy guidelines.
- Develop a methodology for preparation of the national LFM policy guidelines following LFMWB approaches.
- Transfer knowledge and provide guidance to the LFMWB Country Project Staff (7) in drafting the national LFM policy guidelines.
- Ensure a participatory approach by facilitating discussions and gathering feedback from relevant stakeholders.
- Review and incorporate feedback from the stakeholders and make necessary corrections to ensure clear definition of the policy guidelines.
- Deliver finalized national LFM policy guidelines for each participating country in English, formatted according to programme standards.
- Provide practical recommendations for embedding LFM into national policies and practices, supporting climate change adaptation and disaster risk reduction strategies.

16. Methodology

The bidder shall apply a comprehensive participatory and capacity-building methodology designed to ensure national ownership, institutional learning, and long-term sustainability of the Landscape Fire Management (LFM) policy guidelines. This methodology is structured around five complementary components, implemented through a sequenced yet iterative process.

4.1 Desk Review and Analysis

The assignment will begin with a systematic desk review and analysis of all relevant national and regional documents. This includes national policies, strategies, regulations, and technical reports related to landscape fire management, disaster risk reduction, environmental protection, and climate change adaptation, as well as LFMWB programme materials and international best practices.

The purpose of this review is to establish a robust analytical baseline, identify gaps and opportunities, and map out synergies that should be reflected in the drafting process. The consultant will synthesize the findings into a structured overview that will inform the content, structure, and priorities of the national policy guidelines.

4.2 Participatory Process

A core element of the methodology is a participatory process implemented through consultations with national LFM networks. The consultant will facilitate discussions, stakeholder meetings, and targeted workshops that gather inputs from government institutions, scientific and academic bodies, civil society, community groups, and other relevant actors.

This process ensures that the guidelines incorporate diverse perspectives, reflect practical realities, and respond to the needs of institutions and users in the field. Feedback from consultations will be documented, analyzed, and systematically integrated into the evolving drafts.

4.3. Learning-by-Doing

To strengthen institutional capacities and promote sustainability, the consultant will apply a learning-by-doing approach, engaging Country Project Staff (CPS) and the Regional Fire Monitoring Centre (RFMC) throughout all stages of guideline development.

Activities will include joint drafting sessions, hands-on technical support, and continuous coaching aimed at enhancing analytical, drafting, and policy-development skills. This approach ensures that CPS and RFMC representatives not only contribute actively but also build the competencies required to update, revise, and maintain LFM-related policy documents beyond the duration of the assignment.

4.4 Review and Validation

The draft policy guidelines will undergo several review and validation cycles with CPS, RFMC, and members of national LFM networks. In each round, the consultant will incorporate stakeholder feedback, refine technical components, and ensure alignment with LFMWB approaches and international standards.

Validation sessions will confirm the clarity, practicality, and feasibility of proposed measures, while also ensuring consistency with national institutional frameworks and cross-sectoral priorities. This iterative refinement process strengthens ownership and improves the quality and usability of the final document.

4.5. Finalization and Recommendations

In the final stage, the consultant together with CPSs will consolidate all reviewed and validated inputs into a set of finalized national LFM policy guidelines, prepared in English and formatted according to programme standards.

The final output will include actionable and context-specific recommendations for integrating LFM into national policies, climate adaptation strategies, and disaster risk reduction frameworks. These recommendations will support policymakers, practitioners, and institutions in adopting a coherent and coordinated approach to landscape fire management at national level.

17. Expected deliverables

The consultant is expected to deliver the following outputs within the agreed timeframe:

- Well-structured and coherent content for drafting the national landscape fire management policy guidelines for each participating country.
- A detailed methodology for the preparation of national LFM policy guidelines, aligned with LFMWB approaches and international best practices.
- Reviewed and finalized policy guidelines for Albania, Bosnia and Herzegovina (FBIH and RS), Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia. These documents must be prepared in English and formatted according to programme standards, reflecting all consultations, revisions, and validation processes undertaken during the assignment.
- Practical recommendations for embedding LFM into national policies and practices, supporting climate change adaptation and mitigation.

All results, documents, and products generated under this assignment shall remain the exclusive property of the Landscape Fire Management in the Western Balkans Programme, which retains full ownership and copyright of the materials produced.

18. Expertise

The bidder needs to provide the team of experts consist of highly qualified professionals originating from the Western Balkan countries, with proven expertise in policy development. The following criteria apply:

Regional Expertise: Experts should be based in or have extensive professional experience within the Western Balkans, ensuring a deep understanding of national and regional contexts, institutional frameworks, and socio-political dynamics.

Policy Development Experience: Demonstrated track record of at least 10 years in drafting, reviewing, and finalizing policy guidelines, strategies, or regulatory frameworks in EU-related reforms, environment, forestry, disaster risk reduction, process integration, or related sectors (asset).

Participatory Process Skills: Proven ability to facilitate multi-stakeholder consultations, apply participatory methodologies, and incorporate diverse perspectives into policy documents.

Capacity-Building Competence: Experience in transferring knowledge and strengthening capacities through "learning by doing" approaches.

Language and Communication Skills: Excellent written and verbal communication skills in English, with the ability to produce clear, well-structured policy documents. Knowledge of local languages is an asset.

Professional Integrity: Commitment to principles of transparency, non-discrimination, gender equality, and inclusion of socially vulnerable groups in all stages of the assignment.

19. Professional qualification of the consultants, Timeframe and work volume

The service is expected to be implemented within the agreed period, ensuring timely delivery of all outputs. The duration is of 1 March 2026 to 30 November 2026.

The team should consist of an experience consultants/experts from Albania, Bosnia and Herzegovina (FBIH and RS), Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia

Team members must possess the following qualifications:

- *Team leader and lead expert* (position 1 in the table below) – required education: MSc in the same or a similar field, with at least 10 years of work experience. The expert must have participated in preparation of at least 5 policy documents.

- *National expert for developing LFM policy guidelines* for Albania, Bosnia and Herzegovina (FBIH and RS), Kosovo (UNSCR 1244/1999), Montenegro, North Macedonia, and Serbia (position from 2-7 in the table below). BSc in the same or a similar field, with at least 10 years of work experience. The expert must have participated in preparation of at least 3 policy documents. A master's degree (MSc) in the same or a related field will be considered an asset.

Detail distribution of tasks of the consultant and expert days are defined as follow:

Position	Consultant/Expert	Task	Specific tasks	Number of expert days
1	Team leader and lead expert	Coordinating the process of preparation of the document and ensuring deliverables in all countries. Also, should act as a contact point for the ToR.	•Coordinate the overall process of preparing national LFM policy guidelines across all participating countries. •Ensure coherence, consistency, and quality of deliverables produced by all national experts in following stages of the process. •Act as the main contact point and key responsible person for the ToR and maintain communication with Farmahem, RFMC, and CPS;	25

			•Plan, guide, and monitor the work of national experts to ensure timely delivery of drafts and final documents. •Organise operational meetings with county experts, at the beginning and the end of each month), and •Support capacity-building and "learning by doing" processes	
2	National expert for developing LFM policy guidelines for Albania	Desk analysis and providing support to CPS in Tirana in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant to landscape fire management (LFM) in Albania; •Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	3
		Facilitation and moderating 1- day workshops (2 in total)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS •Present the draft policy brief, including rationale, structure, and recommendations;	8

			•Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	
		Support in drafting final policy guidelines	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback); •Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs, correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for Albania, focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	2
3	National expert for developing LFM policy guidelines for Bosnia and Herzegovina (FBIH and	Desk analysis and providing support to CPS in Sarajevo and CPS in Banja Luka in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant to landscape fire management (LFM) in Bosnia and Herzegovina (FBIH and RS);	6

	Republika Srpska)		•Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	
		Facilitation and moderating 1- day workshops in Sarajevo (2) and Banja Luka (2) (total 4)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS •Present the draft policy brief, including rationale, structure, and recommendations; •Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	16
		Support in drafting final policy guidelines for FBIH and RS	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback); •Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs,	4

			correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for Bosnia and Herzegovina (FBIH and RS), focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	
4	National expert for developing LFM policy guidelines for Montenegro	Desk analysis and providing support to CPS in Podgorica in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant to landscape fire management (LFM) in Montenegro; •Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	3
		Facilitation and moderating 1- day workshops (2 in total)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS	8

			•Present the draft policy brief, including rationale, structure, and recommendations; •Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	
		Support in drafting final policy guidelines	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback); •Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs, correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for Montenegro, focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	2
5	National expert for developing LFM policy guidelines for North Macedonia	Desk analysis and providing support to CPS in Skopje in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant	3

			to landscape fire management (LFM) in North Macedonia; •Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	
		Facilitation and moderating 1- day workshops (2 in total)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS •Present the draft policy brief, including rationale, structure, and recommendations; •Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	8
		Support in drafting final policy guidelines	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback);	2

			•Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs, correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for North Macedonia, focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	
6	National expert for developing LFM policy guidelines for Serbia	Desk analysis and providing support to CPS in Belgrade in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant to landscape fire management (LFM) in Serbia; •Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	3
		Facilitation and moderating 1-day workshops (2 in total)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS	8

			•Present the draft policy brief, including rationale, structure, and recommendations; •Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	
		Support in drafting final policy guidelines	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback); •Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs, correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for Serbia, focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	2
7	National expert for developing LFM policy guidelines for Kosovo*	Desk analysis and providing support to CPS in Skopje in drafting the policy guidelines.	•Get familiarised through desk review and consultations with CPS on existing national legislation, strategies, action plans, and institutional frameworks relevant	3

			to landscape fire management (LFM) in Kosovo*; •Summarise key findings to guide the structure and content of the national policy guidelines, and •Prepare together with the CPS and RFMC the detailed timeline for the entire assignment period.	
		Facilitation and moderating 1- day workshops (2 in total)	•Prepare the agenda, discussion guides, and facilitation tools; •Lead structured discussions to ensure inclusive participation across institutions; •Ensure focus on evidence-based and program-aligned inputs, and •Collect and synthesize contributions in a clear format for drafting the policy brief for the CPS •Present the draft policy brief, including rationale, structure, and recommendations; •Moderate discussions to gather constructive, detailed feedback from all stakeholder groups; •Ensure balanced contributions from policy-level, technical, and community stakeholders, and •Systematically document comments, suggested changes, and agreed modifications to the CPS in developing the final version of the policy brief.	8
		Support in drafting final policy guidelines	•Final review all inputs collected during the process (desk analysis, first workshop contributions, stakeholder consultations, and validation workshop feedback);	2

			•Provide CPS and RFMC with structured guidance on how to integrate stakeholders' inputs, correct inconsistencies, and refine key sections of the policy brief addressing (e.g. sharpening the problem statement, policy context, and justification for proposed measures); •Work jointly with CPS and RFMC to refine and finalise policy brief for Kosovo*, focusing on recommendations, ensuring they are evidence-based, feasible, and aligned with national priorities.	
	Total (expert days)			116

Documents for proving the educational and/or professional qualifications of the experts:

The participation of all experts in projects identical and/or similar to the subject of the procurement will be verified through the submitted CVs in English language.

As evidence of the educational and professional qualifications of the team members, diplomas, certificates, confirmations, licenses, or any other proof issued by legal entities confirming the successful acquisition of the qualifications can be requested by the LFMWB Programme.

For team members who are representatives of subcontractors or a group of bidders from Western Balkan countries, the CVs must be submitted in English.

The relevant experience of the expert in the field is proven with a list of references corresponding to the requirements of this call, as well as contact details of clients with whom the expert has been engaged/employed, and who can confirm the reference.

Note: The list of references in the relevant fields of the proposed key experts will be evaluated under the "quality" element of the award criteria. If the minimum requirements are not met, the offer will be rejected as unacceptable and will not be considered further in the evaluation procedure. The Commission has the right, if necessary, to contact the persons listed in the CV to verify the expert's participation in a specific project.

Availability of the persons responsible for carrying out the tasks under the contract

Experts do not need to be permanently employed by the bidder; they may be engaged as external experts or engaged from another company/organization if such a profile does not

exist within the bidder. This situation may be regulated by submitting a Statement of inclusion in the team (Annex 5), signed and certified by the bidder.

Engagement of the same expert in several different areas is permitted (grouping of human resources), provided that the expert meets the criteria for determining capability (qualifications).

If bidders submit an offer as a group of bidders, the technical and professional capacity is proven by considering the resources of all group members together, and a group bidding agreement must be submitted with a distribution of activities from the project task, separately for each contracting party.

20. Content of the Offer

Method of Preparing the Offer

The offer is prepared in accordance with the conditions specified. The offer must contain all elements prescribed in the offer template provided in Annex 1-5 of this tender documentation.

The bidder prepares one original copy. The offer must be written in indelible ink and signed by the authorized representative of the bidder. All pages of the offer, except unchanged printed literature, must be initialed by the person signing the offer. Any writing between the lines, deletions, or overwriting of existing text is valid only if initialed by the person signing the offer.

Elements of the Offer

The offer should be prepared based on the defined tasks and must consist of the following elements:

- A statement with signature and stamp confirming that the bidder understands and accepts all requirements stated in the call;
- Offer template (Annex 1);
- Technical offer with defined methodology, activities, and timeline;
- Financial offer (Annex 2) – The financial offer must be completed without any changes to its format. Otherwise, the offer may be rejected as unacceptable;
- Statement for proving capacity or documents proving personal status (Annex 4);
- Documents proving professional activity;
- Documents proving technical or professional capacity;
- Statement for the engaged expert team (Annex 5);
- Written authorization for the representative of the group of economic operators (only for groups of economic operators).

The bidder must prepare and submit the offer based on the offer template included in

this tender documentation.

The bidder must use the templates provided in this tender documentation, which must be completed without any changes to their format. Otherwise, the offer may be rejected as unacceptable.

21. Price of the Offer

The offered price must include all costs and discounts incurred by the bidder (including any potential import customs duties) and must be expressed without VAT for bidder registered in North Macedonia, which is calculated separately; Bidders registered in other countries WB countries must express the price including all costs.

The price must be written both in numbers and in words;

In case of discrepancies between the price written in numbers and the one written in words, the price written in words shall prevail;

In case of arithmetic errors, the Evaluation Committee will decide which price will be taken into consideration;

If the price is higher than the expected value, but the bidder meets all other evaluation criteria, the Evaluation Committee may decide to cancel the procedure or negotiate with the bidder to reduce the offered price;

If two bidders offer the same price, the Evaluation Committee will consider the offer submitted first according to the registry entry, date, and time.

22. Currency of the Offer

The price in the offer must be expressed in Macedonian denars (MKD) for bidders registered in North Macedonia and in EUR for bidders from other WB countries.

23. Validity Period of the Offer

The offer shall remain valid for 30 days from the deadline for submitting offers. During this period, the offer is binding in all its elements for the bidder.

24. Submission of the Offer

The bidder prepares one electronic copy of the offer.

The offer must be written in indelible ink and signed by the authorized representative of the bidder or by a person authorized by the bidder then scanned and combine as pdf file.

The offer as pdf file needs to be submitted to Marija Sterjovska at: marija.sterjovska@lfmwb.net

25. Deadline for Submitting Offers

The deadline for submitting offers is 16.02.2026 at 16:00 (MK time).

Any offer submitted after the deadline will be rejected as late and returned to the bidder.

26. Principle of One Offer

One legal entity may submit only one offer, regardless of whether it submits individually or as part of a group of bidders. Otherwise, all offers in which that legal entity appears will be rejected.

27. Opening and Evaluation of Offers

The opening of the offers will not be public. The offers will be opened by the Evaluation Committee.

A record will be kept during the opening of the offers.

28. Evaluation of the offers

Model for Evaluation of Bidders and Offers

The Evaluation Committee assesses the bidders and the offers based on the following model:

FORMAL REQUIREMENTS (ELIMINATORY)	
Offer submitted within the required deadline	Yes/No
Offer is complete	Yes/No

ELIGIBILITY CRITERIA (ELIMINATORY)	Submitted	Valid
Evidence for establishing personal standing – registration form (the ability is assessed for all requirements and conditions separately)	Yes/No	Yes/No
Evidence for competence for performing a professional activity	Yes/No	Yes/No
Evidence for establishing technical or professional capacity (the ability is assessed for all requirements and conditions, both for the bidder and for each expert individually	Yes/No	Yes/No

AWARD CRITERIA *Economically most favourable offer*	100 points
Element 1 – Quality	70 points
Element 2 – Price	30 points

The bidder must fully comply with the formal requirements and eligibility criteria; otherwise, the offer will not be considered.

Quality Characteristics (Technical Offer)

The points for the technical offer (quality) are evaluated based on:

- Sub-element 1 – Expertise and experience of the proposed experts, based on the submitted list of references and CVs (40 points)
- Sub-element 2 – Experience of the bidder in implementing the same or similar projects, based on the reference list (10 points)
- Sub-element 3 – Methodology for data collection and analysis (20 points)

Financial offer

The price of the offer will be calculated as the total price excluding value added tax (VAT), whereby the offer with the lowest proposed price will receive the highest number of points (the maximum determined).

The points for the price element for all other offers will be awarded according to the following formula:

Number of points = (Lowest offered price (without VAT) × Maximum number of points) ÷ Offered price (without VAT)

Offers for Macedonian entities (bidders) price without VAT will be calculated based on the average exchange of the National Bank of North Macedonia on the day of the opening the offers.

The contract will be awarded to the bidder with the economically most favourable offer, i.e., the bidder who receives the highest number of points from all sub-elements of the criterion "economically most favourable offer."

If only one offer is received, it must meet the minimum points required for the criterion "economically most favourable offer" in order to be selected for contract award.

If, during the contract award procedure, the most favourable acceptable offer according to the conditions of the procedure has a price higher than the planned budget, the contracting authority will negotiate with the bidder or cancel the procedure.

The selected bidder will be informed of the final decision in writing within 5 days from the date the decision is made.

Bidders that are not selected do not have the right to appeal.

Information about the selected bidder will be published on the website of the Coordinator of the Landscape Fire Management Programme in the Western Balkans.

Confidentiality of the Evaluation Process

No information related to the review, evaluation, or comparison of offers during the

evaluation process shall be disclosed to bidders or to any other persons who are not officially involved in the procedure.

Clarification of the Offers

Submission of additional documents after the expiration of the deadline is not accepted.

If necessary, the Evaluation Committee may request clarifications regarding the offer. The request must be sent by e-mail, and the bidder's response must be sent directly to the sender.

29. Award and Conclusion of the Contract

After the final decision for selecting the most favourable bidder is made, the Contracting Authority will award the contract to the bidder whose offer is evaluated as the economically most favourable, i.e., the bidder who receives the highest total number of points from all elements of the "economically most favourable offer" criterion.

The Contracting Authority will deliver the contract to the selected bidder in four (4) copies for signing.

The selected bidder is obliged to sign the contract within 7 (seven) calendar days from the day of receiving the contract and return it to the Contracting Authority.

The Contracting Authority undertakes to send the required number of signed copies of the contract to the selected bidder after it is signed by the authorized person.

30. Deadline for Delivery of Goods / Performance of Services / Completion of Works

The duration of the service from 1 March 2026 to 30 November 2026.

31. Method of Payment

Payment of financial funds for this program activity from Farmahem – the Landscape Fire Management Programme in the Western Balkans – to the legal entity will be carried out as follows:

- Upon submission of the first invoice for advance payment after signing the contract, up to 30% of the total contract value;
- Upon submission of the second invoice after 5 months of implementation of the tasks including progress report. Once the progress report is approved by the LFMWB, up to 40% of the total contract value can be disburse;
- Upon submission of the final invoice with the Final Report (previously approved by the Team Leader), no later than 31.10.2026, for the remaining 30% of the total contract value.

Farmahem will pay the invoiced amounts to the economic operator within 10 (ten) days from the date of receipt of the invoice.

Note for bidders registered in North Macedonia: The project under which this public procurement is implemented is financed by the Swiss Confederation and registered in the Central Database for Foreign Aid (CDAD) of the Republic of North Macedonia.

According to the Agreement between the Government of the Republic of North Macedonia and the Government of the Swiss Confederation, the donated funds may not be used for paying public charges in North Macedonia. Therefore, the project is exempt from VAT, and the value of the procurement contract will be paid to the contractor without VAT included.

32. Cancellation of the Contract Award Procedure

The contract award procedure may be cancelled in the following cases:

- No offer has been received;
- None of the offers meet the evaluation criteria;
- If the selected most favourable bidder does not sign the contract within the deadline specified in the tender documentation, the Contracting Authority reserves the right to consider that the selected bidder has withdrawn from concluding the contract.

33. Monitoring and evaluation

Monitoring and evaluation of the implementation of this project task will be conducted by the team of the Landscape Fire Management in the Western Balkans Programme.

34. Transversal topics

To apply transferal themes in the implementation of activities: gender equality (realization of activities to strive for gender equality and integration of both sexes), principles of good governance (transparency, non-discrimination, effectiveness, efficiency, participation, adherence to legal regulation) as well as the inclusion of socially excluded categories.

ANNEX 1 – OFFER TEMPLATE

Based on public tender issued by the Landscape Fire Management in the Western Balkans Programme, for awarding a public procurement contract: "Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme", conducted through a tender procedure, in accordance with the Methodology for implementing contract award procedures approved by the Swiss Agency for Development and Cooperation, prepared for the needs of the Landscape Fire Management in the Western Balkans Programme, we submit the following:

O F F E R

Part 1 – Information about the Bidder

1.1. Name of the Bidder: _____
1.2. Contact Information
Address: _____
Telephone: _____
E-mail: _____
Contact person: _____

1.3. Responsible person: _____
1.4. Tax number: _____
1.5. Company registration number: _____

1.6. We hereby agree to submit this offer for the subject of the public procurement contract, in accordance with the Technical and Financial Offer.

1.7. Our offer consists of the following parts:

- Completed Offer Form
- Documents proving personal status
- Document proving the capacity to perform a professional activity
- Evidence of technical or professional capacity
- Technical offer
- Financial offer
- Statement of the engaged expert team
- Written authorization for the representative of a group of economic operators (if the bidder is an individual bidder, this item should be deleted)

1.8. By submitting this offer, we fully accept the conditions specified in the call and the documentation and do not dispute your right to cancel the procedure for awarding the public procurement contract, in accordance with the Methodology for implementing contract award procedures approved by the Swiss Agency for Development and Cooperation, prepared for the needs of the Landscape Fire Management in the Western Balkans Programme.

Place and date:

Responsible/Authorized person:

(signature and stamp)

Part 2 – Technical Offer

2.1. We agree to offer the following services:
"Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme" in accordance with the Terms of Reference (project task), annex to the tender documentation, and the tender documentation itself.

2.2. We agree with the service delivery deadline established in the tender documentation.

2.3. Our offer is valid for the period specified in the tender documentation.

2.4. We agree with the method of service delivery, the language of preparation of the required documents, and the number and method of submission of the deliverables as defined in the tender documentation.

2.5. In accordance with the tender documentation requirements, we submit all documentation in our possession necessary for the evaluation of the technical offer (quality).

2.7. Our technical offer is binding.

2.8. By submitting this offer, we fully accept the conditions defined in the tender documentation and the technical specifications – project task.

2.9. We hereby submit our Technical Offer, prepared on the basis of the tender documentation.

Place and date:

Responsible/Authorized person:

(signature and stamp)

ANNEX 2 – FINANCIAL OFFER

2.1.

Description of the service	Quantity	Unit price (excl. VAT) *in EUR – for MK bidders in MKD*	Total price (excl. VAT) *in EUR – for MK bidders in MKD*
"Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme"	1		

The total price of our offer, including all costs and discounts, excluding VAT, amounts to: _____ [*in numbers in EUR – for MK bidders in MKD*] _____ [*amount expressed with words*]

The total VAT amount is: _____ [in numbers in EUR – for MK bidders in MKD].

For non-MK bidders, total amount including all cost: _____ in numbers in EUR

3.2. We agree with the payment terms established in the tender documentation.

3.3. By submitting this offer, we fully accept the conditions outlined in the tender documentation.

3.4. We hereby submit our Financial Offer, prepared based on the tender documentation.

Place and date:

Responsible/Authorized person:

(signature and stamp)

ANNEX 4 – STATEMENT FOR PROVING CAPACITY

STATEMENT

Under substantive and criminal liability, I hereby declare that for

_____

(indicate the name of the bidder), there are no reasons for exclusion from the procedure, and that it fully meets the required conditions for determining capacity specified in the tender documentation for the procurement for awarding a public procurement contract for services titled: "Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme" published by the Landscape Fire Management in the Western Balkans Programme.

Moreover, I declare that we have all the necessary documents to prove fulfilment of the required conditions. The documents will be submitted to the contracting authority if our offer is selected as the most favourable.

Place and date:

Responsible/Authorized person:

(signature and stamp)

ANNEX 5 – TEMPLATE STATEMENT FOR ENGAGED EXPERT TEAM

Statement for the persons responsible for implementing the tasks under the contract,

I hereby declare that the bidder _____(name of the bidder) for the implementation of the procurement "Providing consulting services for the process of preparation of the national landscape fire management policy guidelines in the frame of the Landscape Fire Management in the Western Balkans Programme" we will engage the following team:

_____ (Name and surname), employed OR engaged in our organization/institution (please select; circle employed or engaged) as –**Team Leader and Lead Expert**

_____ (Name and surname), employed OR engaged in our organization/institution (please select; circle employed or engaged) as – **National expert for developing LFM policy guidelines for Albania**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for Bosnia and Herzegovina (FBIH)**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for Bosnia and Herzegovina (RS)**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for Montenegro**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for North Macedonia**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for Serbia**

_____ (Name and surname), employed OR engaged in our organization/institution (please select, circle employed or engaged) as – **National expert for developing LFM policy guidelines for Kosovo***

The above-listed individuals responsible for implementing the tasks under the contract will be engaged and available throughout the entire duration of the contract.

The proposed individuals are engaged exclusively for this purpose and will not be engaged by any other bidder for performing tasks related to this specific procurement, nor will they participate in any other offer for the same procurement procedure. Otherwise, we accept that our offer may be rejected as unacceptable.

Place and date:

Responsible/Authorized person:

(signature and stamp)