



NZC CESF Procurement RFP

CESF Procurement Document template to be published internally or externally for the purposes of procuring expert support for cities

SGA-MCCC-010-Zaragoza

Date: 17.06.2025 (updated 18.06)

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Abbreviations and acronyms

Acronym	Description
NZC	NetZeroCities
CESF	City Expert Support Facility
CCC	Climate City Contracts
RFP	Request for Proposal
GARAC	Grant and Resource Allocation Committee
CoP	Community of Practice

Request for Proposal

For: Strategic support for developing a communication framework

Date: 17 June 2025 (updated 18 June 2025)

Update (18 June 2025): Start of the implementation moved to September due to the holiday period.

1 Overview

1.1 Executive Summary

This is a Request for Proposal (RFP) that details Climate-KIC's requirements for services to support cities in the NetZeroCities programme, through the NZC City Expert Support Facility. Please treat this document in accordance with the confidentiality obligations detailed further in this document.

Services and/or goods requested	Preparation of an external Communication Strategy and supporting the improvement of internal communication activities between different departments of the city for the successful implementation of the City Climate Contract
The legal entity requesting these goods and/or services	Stitching Climate-KIC International Foundation
Services and/or goods will be delivered to the following locations	Services will be delivered remotely to the following locations: <ul style="list-style-type: none"> • Zaragoza Some onsite services may be required at: <ul style="list-style-type: none"> • Zaragoza
Climate-KIC Contract Manager for submitting proposals and inquiries	Luisa Carretti and Mateusz Hoffmann CESF Manager CESF@netzerocities.eu
Proposed contract term for successful candidates	8 months until March April 2026

Table 1: Procurement executive summary

1.2 Timelines

Climate-KIC has set the following indicative timelines for this RFP:

Planned Date*	Milestones
17 June 2025	RFP issued to bidders
24 June 2025	Deadline to submit questions
8 July (23:59 CET)	Bidders submit proposals / Submission Deadline
Mid-July 2025	Assessment results announcement (subject to finished evaluations and selection of a winner)
August September 2025	Proposed contract start date

Climate-KIC reserves the right to amend this timetable during the RFP.

Table 2: Timeline table

Should you have any inquiries regarding the Request for Proposal (RFP), please submit them via email to CESF@netzerocities.eu by the deadline specified in the table above. We aim to respond in a timely manner wherever possible. To proceed, please submit a proposal following the requirements at Section 6 by the Submission Deadline stated at Section 1.2. NetZeroCities team will assess bids and notify bidders following the timeline at Section 1.2.

1.3 About Climate-KIC

Climate-KIC is Europe's leading climate innovation agency and community, supporting cities, regions, countries and industries to meet their climate ambitions through systems innovation and place-based transformations.

Together with our partners, we generate, implement and integrate climate solutions by mobilising finance, testing business models, and opening pathways for institutional change and behavioural change. We orchestrate large-scale demonstrations that show what is possible when cycles of innovation and learning are deliberately designed to trigger exponential decarbonisation and build resilient communities. Climate-KIC is the project lead for NetZeroCities (NZC).

1.4 About NetZeroCities

NetZeroCities (NZC) is a project designed to help cities overcome the current structural, institutional, and cultural barriers they face to achieve climate neutrality by 2030. NZC recognises the need for cities to develop specific strategies that are tailored to suit local and regional contexts, and supports them by developing, promoting, and integrating new and existing tools, resources, and expertise into an online platform accessible to all cities (**Mission Platform**). The project – designed to **support cities that are part of the EU's Horizon 2020 and Horizon Europe supported Mission "100 Climate-Neutral and Smart Cities by 2030"** – tailors advanced capabilities related to systemic change, citizen engagement and democratic, participatory governance, capital and financial structuring, and social innovation, to ensure cities have access to expertise needed to address their challenges in becoming climate neutral.

1.4.1 NZC Climate City Contracts (CCC)

The **NZC Mission Platform** provides support in the co-creation of Climate City Contracts with local stakeholders and citizens. Drawing up, signing, and implementing Climate City Contracts is a central feature of the [EU Mission on 100 Climate Neutral and Smart Cities](#) by 2030. While not legally binding, these contracts represent a clear and highly visible political commitment. This commitment extends not only to the EC, national and regional authorities, but also to the citizens they serve. These contracts outline the city's path to achieve climate neutrality by 2030, accompanied by a comprehensive investment strategy.

1.4.2 NZC Pilot Cities Programme

The **NZC Pilot Cities Programme** supports large scale piloting activities to exploit, deploy, and scale R&I and systemic solutions combining social, cultural, technological, nature-based, regulatory, and financial innovation, and new business and governance models to underpin the climate transition. As such, the NZC Pilot Cities Programme and its subgrant-funded activities are an opportunity for Mission Cities to put into practise elements of their developing and/or finalised Climate City Contracts and the plans contained in them and learn by doing so in the process.

1.4.3 NZC Community of Practice

The [NZC Community of Practice \(CoP\)](#) is a collaborative space on the Mission Platform, which gathers city officials, experts and practitioners from public organizations, private organisations or public-private organisations directly involved in climate neutrality programmes, activities or solutions. Through this community, we recognize that there are already many existing resources, knowledge, and solutions available, and we aim to foster their connection to cities to help them achieve their climate goals. Through the online portal group and monthly webinars, the CoP encourages the sharing of challenges, questions, and solutions related to climate neutrality, facilitating discussions that inspire innovative collaborations and drive city strategies for achieving climate goals.

The CoP plays a complementary role in the context of the City Expert Support Facility. While participation in the CoP is not required to submit an offer and has no influence on the evaluation process, it may provide added value for suppliers in other contexts. It provides a space where city

needs can be openly shared and discussed, and where suppliers can stay engaged, respond to emerging opportunities, and contribute their expertise. For more information on how to join the CoP and present your services, please contact helena.suarezgroen@lgi.earth.

2 Confidentiality

All information provided in this Request for Proposal (hereinafter “RFP”) document and any information that may be subsequently disclosed during discussions, correspondence, and negotiations, is confidential and must not be disclosed to any other party or used for any other purpose whatsoever without the prior written permission of Climate-KIC (hereinafter “Climate-KIC”).

The Supplier must not disclose any such information, materials, specifications, or other documents to any third parties or to any other part of the Supplier’s group or use them for any purpose other than for the preparation and submission of a response to this RFP. The Supplier must not make any press announcements or publicise in any way Climate-KIC’s name, this document, the quotation process or any subsequent agreement without the prior written consent of Climate-KIC.

Climate-KIC may require the execution of Non-Disclosure Agreement as part of this RFP or for future commercial engagements. As part of preparation for the submission of the response and in any subsequent negotiations, the Supplier is allowed to disclose confidential information to others within the Supplier organisation, external advisors, or subcontractors, provided that the confidentiality conditions are adhered to.

Employees of either party who have access to confidential information must be notified of their obligations with regard to confidentiality and of the disciplinary proceedings which will result if confidentiality conditions are breached.

The scoring information (includes price) and the successful proposal will be shared with the City that is the beneficiary of the contract prior to contract execution. The unsuccessful proposals may also be shared with the city for feedback. Please make Climate-KIC aware if there are any potential issues with the dissemination of your proposal for the purposes of informing the city of the outcome.

3 Specification

3.1 Background

Climate KIC, acting on behalf of NetZeroCities, is requesting proposals to support the City of Zaragoza in the preparation of an external Communication Strategy and supporting the improvement of internal communication activities between different departments of the city for the successful implementation of the City Climate Contract.

Zaragoza has set ambitious objectives in its Climate City Contract (CCC). However, effective participatory communication approaches remain a challenge, both internally and externally. Limited engagement from citizens, key community actors and private entities presents a significant barrier to implementation.

To overcome these challenges, the city is seeking strategic support to develop a communication framework that will actively connect the EU's Climate-Neutral and Smart Cities Mission with its citizens and stakeholders. The aim is to foster distributed co-leadership and co-create spaces for local action. The strategy should focus on making the mission relatable and actionable for different target audiences, including municipal departments, private sector organisations, and civil society. It will also lay the foundation for a cohesive narrative that fosters cooperation and enhances coordination between municipal departments, strengthening the coherence of messaging to the public and building trust and a sense of shared responsibility among all stakeholders.

3.2 Objectives

The overarching goal of this assignment is to support the City of Zaragoza in turning its Climate Mission into a shared civic journey. This will be achieved by empowering citizens and fostering co-leadership, while also improving institutional communication to reinforce this collective effort and support the implementation of climate actions. To this end, the City is seeking a contractor to support it in two main areas:

- Prepare a comprehensive external Communication Strategy that will enhance the visibility and understanding of the EU Mission and the CCC among citizens and stakeholders, activate local action, and build trust across sectors.
- Support the city in strengthening its internal communication mechanisms to enhance alignment and cross-departmental collaboration within the municipality. Ensure that municipal narratives and citizen-facing messages are consistent and effective.

These services should be provided within the 8-month period.

The service provider's overall role is to provide expert guidance, facilitate participatory processes, foster collaboration and help embed a long-term vision of collective climate leadership. They should also ensure that the city's efforts are strategically focused, well-coordinated and resilient to challenges.

3.3 Detailed scope of work

To help the city connect its Climate Mission with citizens through shared leadership, the service provider will work on three interconnected tasks designed to support the municipality in building momentum and capacity, and embedding communication practices both internally and externally. These tasks are structured to reflect a strategic communication strategy, moving from raising awareness to encouraging engagement and ultimately empowering citizens, while ensuring coherence between institutional and civic narratives.

Task 1: Mapping Stakeholders and Building the Cities Mission Communication Strategy

The service provider will be expected to co-design a comprehensive Cities Mission Communication Strategy (The Strategy) that translates Zaragoza's climate mission into a compelling narrative to be

shared with citizen groups, influencers, businesses and local institutions. The strategy should encourage engagement by appealing to different sections of the population through various actions and formats and establish a long-term culture of climate participation.

The strategy should include the following key activities, but not be limited to them:

- **Stakeholder mapping and impulse group analysis:** Identify and segment key community groups, influencers, organisations and departments based on their potential roles in the Climate Mission, taking into account potential communication barriers and enablers.
- **Identify communication channels:** Define different communication channels and their suitability for various audiences.
- **Narrative development – legacy and vision:** Co-create a unifying story that links the city's past, present and future climate efforts, centering on the legacy that citizens will leave behind.
- **Analysis of internal city mission communication practices and enhancement:** Analyse and evaluate internal and external communication approaches and flows, identifying and designing improvements to bridge the gap between institutional messaging and public understanding.
- **Cities Mission Communication Strategy Framework:** Create an integrated framework that aligns internal and external communications. This framework should include messaging guidance for each target group, clear objectives, desired outcomes, and key strategic interventions, including budgets, to guide implementation.
- **Design monitoring and evaluation plans:** Establish a plan with key performance indicators, targets, and assigned responsibilities to monitor and evaluate progress.
- **Engage with stakeholders:** The strategy development process should include participatory meetings, workshops and exchanges to ensure the incorporation of feedback from key stakeholders.

The service provider's work should ensure an effective, structured and impactful approach to external communications that is in line with the city's overall objectives.

Task 2: Awareness and Civic Engagement Activation

The second task focuses on raising awareness, igniting interest, and bringing the mission to life through highly visible, participatory activities. This includes launching early engagement actions, designing formative opportunities, and support establishing the first “climate hubs” to promote neighborhood-level co-creation.

Key Activities:

- **Citizen Awareness Campaign:** Design and deploy inclusive outreach initiatives that raise initial momentum and generate interest in the Climate Mission using accessible, emotional and visual storytelling. Identify, brief and support local climate influencers (social and offline) to amplify messages and reach segmented audiences.
- **Create visual identity and materials:** Develop a cohesive visual identity and supporting visuals to enhance communication efforts.
- **Support initial implementation:** Support the city in the initial implementation of communication activities.
- **Support Piloting “Climate Hubs”:** Support Zaragoza in launching a physical or hybrid hub for neighborhood-scale participation, creative action, and civic experimentation - that serve as community lab for co-creating local climate action.
- **External Visibility Boost:** Position Zaragoza as a climate leader nationally by connecting with other “Mission Cities” and extending the message beyond municipal borders (Objective 8).

Task 3: Capacity Building and Co-leadership Empowerment

In addition to the communication strategy, the service provider is expected to support Zaragoza to equip citizens with knowledge and leadership opportunities to actively co-own Zaragoza's Climate Mission.

Key activities:

- **Conduct training and workshops:** Based on the results of the analysis, organize at least two face-to-face training sessions for the city officials and two workshops to strengthen internal and external communication practices. The scope and objectives of these events should be agreed in advance with Zaragoza city representatives.
- **Empowerment of co-leadership figures:** support in identifying and figuras de co-liderazgo” (citizen co-leaders) who represent diverse neighborhoods and communities, empower citizens' leadership on identified target groups to play a decisive role in the different milestones the city is implementing. Support Zaragoza in creating links between co-leaders and specific Mission projects and milestones (e.g., pilots, policy development, public consultations).
- **Develop a long-term framework for continuous civic empowerment and learning.**

This approach aims to foster collaboration, improve efficiency and ensure alignment between internal and external communication efforts.

All tasks are defined to be performed within an 8-month time period.

3.4 Required Experience and Capabilities

The Service Provider should ensure sufficient financial, economic, technical, and professional capacity to deliver the services in an efficient and effective manner.

It is essential that the team has proven expertise in:

- Developing and implementing communication strategies tailored to urban and climate-related initiatives.
- Developing and implementing internal communication frameworks.
- Planning, implementing and facilitating participatory processes and public co-creation.
- Demonstrated ability to work with the public sector and across diverse urban stakeholders.
- Experience in digital marketing, including social media platforms and other communication channels, and designing scalable digital engagement campaigns.
- Marketing, branding and stakeholder engagement with a proven track record of designing campaigns that inspire action and build trust.
- Full working knowledge of Spanish and English.
- Development of visual identity and visual communication graphics.
- Familiarity with Zaragoza's Climate City Contract and existing ecosystem will be considered an asset.

3.5 Methodology

The Service Provider is asked to adopt a suitable and professionally accepted participatory and human-centered methodology that reflects values of empowerment and inclusiveness to deliver the services. This includes:

- Co-creation with key actors from the early phases of the assignment.
- Action-oriented methods that prioritize engagement, visibility and feedback.

Therefore, the Service Provider needs to describe.

- Suggestions for the scope of work, with critical appraisal.
- Detailed methodological approach covering all tasks with responsibilities and a defined timetable.
- Detailed approaches to structuring the work.
- Detailed risks and mitigating actions.

The Service Provider is required to provide with the offer.

- References for similar assignments, with a particular focus on the support provided to the public sector.
- CVs of experts who have extensive experience to deliver the work.

3.6 Objectives

The overarching goal of this assignment is to support the City of Zaragoza in turning its Climate Mission into a shared civic journey. This will be achieved by empowering citizens and fostering co-leadership, while also improving institutional communication to reinforce this collective effort and support the implementation of climate actions. To this end, the City is seeking a contractor to support it in two main areas:

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These services should be provided within the 8-month period.

The service provider's overall role is to provide expert guidance, facilitate participatory processes, foster collaboration and help embed a long-term vision of collective climate leadership. They should also ensure that the city's efforts are strategically focused, well-coordinated and resilient to challenges.

3.7 Deliverables

The following deliverables are requested:

Deliverable 1: *Cities Mission Strategic Communication Framework, Citizen Awareness Campaigns and the Implementation Plan* - presents a comprehensive, stakeholder-informed strategy to translate Zaragoza's Climate Mission into a compelling and inclusive narrative. This includes stakeholder mapping, analysis of communication channels, narrative development and a unified internal and external communication framework. This framework provides actionable guidance and strategic interventions, as well as an evaluation plan, to foster long-term citizen engagement and climate participation. The deliverable should also outline a strategy for launching an inclusive and engaging outreach campaign that builds momentum for the Climate Mission. This campaign will have a cohesive visual identity and a set of at least 20 adaptable communication materials to enable the city to sustain and expand awareness efforts across diverse audiences.

Deliverable 2: *Climate Hub Recommendations and Toolkit* - provides strategic guidance and practical tools to support the launch of a physical or hybrid Climate Hub in Zaragoza. It makes recommendations regarding hub design, activities and operations, and positions the hub as a neighborhood-scale space for participation, creative action and civic experimentation, in support of the city's Climate Mission.

Deliverable 3: *Capacity-Building Package* - includes materials (handouts, presentations, session scenarios) from the two capacity-building training sessions and two activation workshops in Task 3.

Deliverable 4: *Co-leadership Framework Report* - provides a strategic and practical guide to identifying, empowering and engaging citizen co-leaders from diverse neighborhoods, encouraging them to contribute actively to Zaragoza's Climate Mission. It outlines the selection criteria and methods of empowerment, as well as providing a clear integration map that links co-leaders to specific Mission projects and milestones.

Deliverable 5: *CESF Delivery Report*. Upon completion of the delivery of support, the appointed provider must submit the NZC CESF Delivery Report. This report should be validated by the city/ies in receipt of the support, as described in the Assignment contracted. It should serve as a brief but comprehensive report summarizing the entire process, outcomes and learnings, and any identified

follow-on actions, next steps and/or deployment of/connectivity to NetZeroCities and Mission Platform services and offers.

Reports will be requested to be written at a suitably professional standard using a recognised (or specified) referencing style upon request. The reports are to be provided for unrestricted use by Climate-KIC and free from all third-party copyright restrictions. Climate-KIC will receive ownership of such work products and may make them available to other parties, publish online, or other at our discretion.

In addition to that all presentations and handouts used for workshops and training should be submitted to the client and attached in Deliverable 5.

3.8 Eligibility

Climate-KIC reserve the right to reject proposals where the proposed supplier:

- Has insufficient technical, professional or financial capacity to deliver the services.
- Has been bankrupt or insolvent (last 7 years)
- Is sanctioned by a relevant authority
- Does not comply or has previously not complied with our [Ethical Standards for Contractual Counterparties](#)
- Has been convicted of crime, links to terrorism, breach of tax or social security obligations
- Is an individual prior employee of Climate-KIC or group entity (discretionary basis)
- Will continue to be a full-time employee of an EIT grant recipient or Climate-KIC partner during the contract term (discretionary basis)
- **Has a price more than the Public Procurement Directive threshold, currently EURO 221,000. Bids of this size cannot be accepted under this procurement process.**

If any of these scenarios apply, please make Climate-KIC aware in your submission.

3.9 Sustainability

In order to uphold our commitment to sustainability, Climate-KIC aims to minimise any negative impact we may have on the natural and built environment by effectively managing our resources.

In the efforts to procure in a sustainable manner with minimal impact, the following requests are made of the bidder:

- Where practical, the services are to be delivered digitally following a paperless policy
- For events and workshops, please strictly minimise the generation of waste. We ask our service providers to consider the greenhouse gas emissions from transport to our/city/partner offices and events. Cycling, walking, public transport and rail are preferable over air travel wherever possible.
- We love to hear what suppliers are doing to minimise impact. Feel encouraged to share your approach and policies if applicable.

4 Contracting (third parties)

The below is applicable for External Parties only, i.e. not a NZC Partner.

4.1 Payment & Invoicing

- Payments will be made following provision of a correctly rendered undisputed digital (via email) invoice to Climate-KIC. Climate-KIC contract manager will inform the successful bidder where to submit invoices.
- Payment terms associated with delivery of the goods and/or services must be not less than net 30 days.
- Climate-KIC can provide a purchase order number to be referenced on invoices.
- Where Climate-KIC is requesting services over longer periods of time, bidders can invoice in a pay as we go model (e.g. a consolidated invoice based on work completed or completion of deliverables - to be clarified during contracting).
- Requests for deposit payments are generally not accepted.
- If the bidder is requesting any form of payment prior to delivery of goods and/or services, this must be raised with Climate-KIC.
- If submitting invoices for subscription services, please ensure these fees are itemised and priced at line level.

4.2 Contract Management

A one-off agreement is proposed for award of work.

Climate-KIC can share their standard terms and conditions and will consider the bidder's own terms and conditions on the basis that the bidder can incorporate the following:

- Climate-KIC requires that that service providers provide an indemnity to Climate-KIC for breach of third-party intellectual property rights;
- In addition, Climate-KIC will ask that service providers comply with the Ethical Standards for Climate-KIC Contractual Counterparties available at <https://www.climate-kic.org/policies>
- Service providers are required to comply with Climate-KIC's standard data protection clauses (can be provided in advance on request) and provide an indemnity for any breach;
- The liability of the service provider to Climate-KIC (and affiliates) to be uncapped in respect of breach of data protection clauses. For all other heads, liability of the service provider to Climate-KIC (and affiliates) may be capped at a reasonable multiple of fees not less than 2X. If applicable, Climate-KIC liability to service provider also be similarly capped;
- No indemnities extended by Climate-KIC to service providers.

5 Award Criteria

5.1 Evaluation across quality criteria

To ensure consistency across quality criteria evaluation, each criterion shall be scored on a scale of 0-5 using the following methodology. This score is to then be adjusted to align with the % weighting of the specific area being evaluated.

For example, if the specific criterion has a weighting of 15% and the supplier scores a 4 out of 5, the supplier will receive a weighted score of 12% for that specific criterion.

Score Awarded	Definitions	Commentary
0	An unacceptable response	No response at all or insufficient information provided in the response such that the solution is totally un-assessable and/or incomprehensible.
1	A poor response	Substantially unacceptable submission which fails in several significant areas to set out a solution that addresses and meets the requirements: little or no detail may (and, where evidence is required or necessary, no evidence) have been provided to support and demonstrate that the Bidder will be able to provide the services and/or considerable reservations as to the Bidder's proposals in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.
2	A below expectation response	Weak submission which does not set out a solution that fully addresses and meets the requirements: response may be basic/ minimal with little or no detail (and, where evidence is required or necessary, with insufficient evidence) provided to support the solution and demonstrate that the Bidder will be able to provide the services and/or some reservations as to the Bidder's solution in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.
3	A satisfactory response that meets expectations	Submission sets out a solution that largely addresses and meets the requirements, with some detail (or, where evidence is required or necessary, some relevant evidence) provided to support the solution; minor reservations or weakness in a few areas of the solution in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.
4	A good response	Submission sets out a robust solution that fully addresses and meets the requirements, with full details (and, where evidence is required or necessary, full and relevant evidence) provided to support the solution; provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.
5	A very good response	Submission sets out a robust solution (as for a 4 score – above) and, in addition, provides or proposes additional value and/or elements of the solution which exceed the requirements in substance and outcomes in a manner acceptable to Climate-KIC; provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources not only to deliver the requirements, but also exceed it as described.

Table 3 - Quality Criteria scoring table

5.2 Evaluation Criteria

5.2.1 Expertise / Experience (30%)

Expertise and Experience as a criterion determines whether or not the proposed supplier is able to actually deliver the services. The questions to be asked and evaluated in this criterion are:

1. Relevant Experience – does the suppliers response show a history of delivering on projects like the package currently being evaluated? (20%).
2. Relevant Expertise – do the individuals proposed for the delivery of this work have the relevant qualifications required to deliver this work? (10%)

5.2.2 Capacity to Deliver (30%)

Once it has been established that the supplier has the relevant expertise and experience, the next criteria examines whether the supplier has the capacity to take on the work. This criterion is to be addressed via the following questions:

1. Current Workload – The suppliers shall provide the current list of projects being delivered by the individuals proposed for this package, this shall include the effort required for existing work as a % of their time (20%).

2. Management Measures – The supplier shall provide detail into how they manage capacity issues as well as provide any additional resources or measures they have in place in the event of capacity issues, or if there is a need for scope increases or acceleration (10%).

5.2.3 Price Criteria (40%)

Price will consist of 40% of the evaluation weightings. The evaluation method will ensure that the lowest price total of the Pricing Schedule achieves the maximum available marks, with other Bidders scores calculated proportionately. The scoring methodology will be applied per pricing schedule section and combined to identify the overall lowest price submission. The lowest price submission will achieve the maximum available score with the other Bidders prices scoring points inversely proportionate to the lowest.

1. Pricing evaluation will follow the universally accepted formula of (Lowest Price / Tendered Price x Price Criteria Points (40)).
2. An example of how this formula operates in practice can be found below:

Description	Formula	Tenderer		
		T1	T2	T3
Tendered Price	A	€500	€490	€510
Lowest Price	B	€490		
Calculation	$C = B/A$	0.98	1.00	0.96
Convert to Points	$D = C \times 40^*$	39.20	40.00	38.43

* The conversion to points will be based on the weighting attributed to price in the total evaluation.

Table 4 - Example scoring methodology for price lots

6 Instruction to Bidders

6.1 Responding with your proposal

Climate-KIC are requesting the following are submitted to bid on this contract:

1. **A Proposal** that sufficiently details the bidder's solution and responds to the prompts and requests contained in this RFP. The bidder is, amongst other items, also kindly asked to provide:
 - their trading name, VAT or tax identification number (if applicable) and registered trading address (*please note, address is not required for an individual*).
 - website links to examples of work previously performed by the bidder if applicable (e.g. portfolios, work products or other).
 - professional references that can be reached by Climate-KIC to verify previous services delivery.
2. **A Quotation** that meets the requirements described at Section 6.2
3. **Resumes** of individuals that will be assigned to conduct the services described in this document.
4. The total submission (including attachments) must not exceed 30 pages total.

Climate-KIC reserves the right to reject RFP responses that do not confirm with these guidelines. All responses shall be made to the Contract Manager via electronic copy, at CESF@netzerocities.eu

6.2 Quotation requirements

1. Please provide a fully itemised quotation in Euros, detailing all applicable costs related to the assignment. The quotation must specify:
 - Whether prices are inclusive or exclusive of VAT.
 - The supplier's VAT number, including country code, if applicable.
 - Whether the reverse charge mechanism is expected to apply.
2. To enable Climate-KIC to assess the financial and tax implications of your bid, please also confirm the following:
 - If you do not intend to charge VAT, briefly confirm whether the reverse charge mechanism applies and provide a short explanation (e.g., intra-EU B2B supply of services under Article 196 of the EU VAT Directive).
 - If you do intend to charge VAT, specify the VAT rate and, if you are based in a different EU country than the Netherlands, briefly explain why the reverse charge mechanism does not apply under your national legislation.
3. Please note: The correct application of VAT and related legislation is the sole responsibility of the supplier. Climate-KIC reserves the right to request supporting documentation or legal clarification regarding VAT treatment at the contracting stage.
4. Provide a rate card that specifies roles and their daily/hourly rates for all personnel involved in providing services (e.g., Project Manager, Technical Expert, Analyst, Lawyer, etc.). Avoid average or mixed rates.
5. Include a weekly or monthly resource plan, broken down by role, number of days and daily rates. Clearly indicate the delivery schedule and allocation of human resources throughout the project life cycle by referencing the required deliverables. Refer to table 5. Clearly distinguish any optional services or value/added components of the offering. Price these services separately and mark them as "optional".
6. Provide a detailed quote that specifics all applicable costs related to the assignment. Associate cost items with each deliverable, work package, or service activity, as defined in the scope of work (refer to Table 3). Provide a summary table of the total proposed cost, indicating all direct and indirect charges. The rates and prices indicated in the quote are fixed and not subject to revision for the entire duration of the contract.
7. For External Suppliers (Non-NZC Consortium): Travel and subsistence for these services are strictly limited. Domestic travel and subsistence will not be reimbursed unless agreed in advance and in writing with Climate-KIC. If you require international transport and/or

accommodation, please make this clear and estimate costs in your quotation. Time for travel will not be billable hours.

8. Please submit your quote on official company letterhead or a formal company document, in English. The quote should be submitted in PDF format. The quote shall include: company name, address and VAT/TAX code, contact details, date of submission, name and role of the authorized signatory.
9. The quotation should remain valid at least 90 calendar days from the submission deadline.
10. Climate-KIC encourages environmentally sustainable business practices. Within the quote, where possible, suppliers are encouraged to indicate any sustainable approaches (i.e. digital documentation, remote collaboration) that can reduce the environmental impact during the provision of services.

Table 5: Provided quotations to include the following details

Item and unit cost (in Euros excluding VAT)
Services ... as per Section 3
Deliverable 1 of ... as per Section 3.4
Deliverable 2 of ... as per Section 3.4
Deliverable 3 of ... as per Section 3.4
License fees (per user per month/annum, and in aggregate) if applicable
TOTAL (excl. VAT)
TOTAL (incl. VAT, if applicable)
Rate card for services (per day/hour, in Euros excluding VAT):
Assistant – XX / day
Officer – XX / day
Specialist - XX / day
Project coordinator – XX / day
Consultant – XX/day
Principal consultant – XX/day
Partner – XX/day
...

Table 6: Example resource-based quotation for proposed labour

Section	Area	Resource	Task	Quantity (days)	Resource day rate (EUR excl. VAT)	Subtotal cost (EUR excl. VAT)
Service delivery	Workshop facilitation	e.g. Facilitator	e.g. Workshop preparation and delivery	e.g. 3	e.g. € XX.00	e.g. € XX.00
		e.g. Facilitator's assistant	e.g. Workshop delivery support	e.g. 1	e.g. € XX.00	e.g. € XX.00
...
Grand total (excl. VAT)						€ XX.00
Grand total (incl. VAT – if applicable)						€ XX.00

6.3 Terms of this RFP

1. Your proposal should be submitted according to the instructions as detailed in this section and should be valid for a period of at least ninety (90) days from the bid due date. Any proposal submitted outside the scope defined may be rejected without provision for re-submission.

2. Any further information pertaining to this RFP, of whatever nature, must be directed to the Contract Manager detailed in Section 1.1. If a point of clarification materially affects the RFP, our response will be circulated to all bidders, otherwise the response will only be sent to the bidder seeking clarification.
3. If any doubt exists concerning any element of this RFP, a clear statement should be made on the assumptions taken to arrive at your quoted costs, or alternatively contact us prior to submitting your proposal to seek clarification.
4. Entering into contractual arrangements with Climate-KIC in connection with this RFP does not guarantee work will be awarded.
5. Climate-KIC/GARAC reserves the right to reject any proposal(s) received after the submission date/time.
6. Climate-KIC/GARAC reserves the right to undertake post-bid negotiations with none, all or a shortlist of bidders.
7. Climate-KIC/GARAC, at its sole discretion, reserves the right to accept or reject any or all of the proposals received and not to award any business and shall not be bound to give reasons for any decision. Only the execution of a written agreement between a Climate-KIC entity and a supplier(s) will obligate a Climate-KIC entity in accordance with the terms and conditions contained in such agreement.
8. Climate-KIC reserves the right to procure services from alternative suppliers(s) where the successful bidder is, or becomes, uncompetitive within the market. However, issues over pricing and specification will be resolved through discussion and mutual agreement between Climate-KIC and the supplier.
9. Bidders are required to email soft copies of their proposal to the Contract Manager detailed in Section 1.1 based on the timeline at Section 0.
10. As per above and where applicable, bidders must acknowledge receipt of this RFP by return email to the Contract Manager detailed in Section 1.1 confirming whether they intend to submit a proposal by the Submission Deadline.
11. This RFP does not commit or obligate any Climate-KIC company to pay any expenses incurred by you in the preparation of your Proposal. All such expenses are solely at the risk of the bidder and by submitting a proposal you automatically agree that proposal becomes the property of Climate-KIC.
12. Proposals are to be kept as clear and concise as possible and should be sequenced and numbered in accordance with the format of this RFP.
13. The formatting of this document and the attached response document should not be altered.
14. Whilst this RFP confers no legal rights on its addressees, it is not intended that any other persons acquire rights or obligations in respect of or arising under it.
15. Unsuccessful bidders agree, by the submission of their proposals, to return to Climate-KIC this RFP and any and all papers, records, data and materials supplied to them in connection with it, including all copies made by them.
16. This RFP is for consideration in whole and not in part or parts unless otherwise indicated.
17. All efforts have been made to ensure the accuracy and validity of information contained in this RFP. However, Climate-KIC does not warrant the information accurate or comprehensive.