



# NZC CFSS PANEL RFP

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

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## Abbreviations and acronyms

Acronym	Description
NZC	NetZeroCities
CESF	City Expert Support Facility
CFSS	City Finance Specialised Services
RFP	Request for Proposal
GARAC	Grant and Resource Allocation Committee

# Request for Proposal

**For:** City Finance Specialist, subcontractor

**Date:** November 2025

## 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.

<b>Services and/or goods requested</b>	A panel of City Finance Specialised Services, to support capital and finance needs for specific Mission Cities in defined geographic area.
<b>The legal entity requesting these goods and/or services</b>	Stitching Climate KIC International Foundation
<b>Services and/or goods will be delivered to the following locations</b>	<p>Services will be delivered remotely to:</p> <ul style="list-style-type: none"> <li>Support cities with implementation of their climate investment plans, get to investment-ready projects. Support with scoping and financial analysis, consideration of suitable business models, and engage with financial interests. Liaise with the Climate City Capital Hub and other relevant financial institutions.</li> <li>Make themselves familiar with cities and their respective organisational structures, get to know all stakeholders, be aware of who the decision makers are. Experience / Seniority for actual climate city contact to provide specific support.</li> <li>Support capacity building within cities on financial and project prep matters.</li> </ul> <p>The role of City Finance Specialist (CFS) will be expected to plan for regular in-person meeting time with city staff. Working with Finance Theme leadership, work flows will be developed to reflect the particular needs and expectations appropriate for each country and situation a CFS will be serving.</p>
<b>Climate-KIC Contract Manager for submitting proposals and inquiries</b>	Luisa Caretti CESF Manager CESF@netzerocities.eu
<b>Relationship with NetZeroCities and Climate City Capital Hub</b>	As a subcontracted CFS, you will work alongside an existing community of CFS and consistent with the processes and work flows of NetZeroCities and the Climate City Capital Hub.
<b>Proposed contract term for successful candidates</b>	One year from date of contract signature, plus one further option till December 2027, subject to satisfactory performance and continued need.

**Table 1: Procurement executive summary**

### 1.2 Timelines

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

Planned Date*	Milestones
14 November 2025	RFP issued to bidders
26 November 2025	Deadline to submit questions

Planned Date*	Milestones
<del>5 December 2025</del> <b>12 January 2026</b>	Bidders submit proposals / <b>Submission Deadline</b>
<del>December 2025</del> <b>End of January 2026</b>	Assessment results announcement (subject to finished evaluations and selection of a winner)
<del>December 2025</del> <b>Early February 2026</b>	Alcatel Period Closes (5 business days from notification to bidders).
<del>January 2026</del> <b>February 2026</b>	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](mailto: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, which informs critical needs and priorities to be supported through sub-contracting of City Finance Specialised Services.

### 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.



## 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

As part of the comprehensive support envisioned by NetZeroCities as the Cities Mission platform, direct capacity support and capability building delivered by City Finance Specialised Services (CFSS) roles has been included in direct response to stated priority needs by Mission Cities. The CFS role is being provided in a combination of ways, and this procurement scope addresses one of those ways. Direct sub-contracting of CFS services in target geographies will seek to ensure all cities are receiving this level of capacity and capability support.

Mission Cities use the Investment Plan of the Climate City Contract (CCC) to 1) identify their capital needs for climate-neutral pathways; 2) understand the approximate capacity for public and private capital to meet those needs; 3) assess the current capability for the city to mobilise capital, given their institutional and policy context (local and national) combined with existing capabilities within the municipal government and other capital institutions; 4) outline key priorities for building the needed capacity, policy context and deployment pathways for implementation, including key milestones and metrics.

#### 3.1 Scope

Climate KIC are requesting a schedule of rates for a panel of Framework Agreements for City Finance Specialist services to support the following Mission Cities:

- Bulgaria : Sofia and Gabrovo
- Czech Republic : Liberec
- Estonia : Tartu
- Hungary : Budapest, Miskolc and Pecs
- Israel : Eilat
- Latvia : Riga and Liepāja
- Lithuania : Vilnius and Tauragė
- Slovakia : Bratislava and Košice

As each city is at a different stage in the CCC Journey, various levels of support may be required over a monthly/quarterly basis. Therefore, the intention is to set up a panel of suppliers capable of supporting the cities in question under a framework agreement, with monthly/quarterly commitments being executed via a Scope of Work for the relevant period.

The sub-contracting for CFS support will deliver on the overall needs of the defined Mission Cities. The CFS role exists to help Mission Cities build primarily their financial capacity and capabilities. In a practical sense, the CFS role will be expected to work collaboratively with each city's transition team and finance leadership to identify areas of support work and prioritise execution. The CFS will serve as a connection point with the Climate City Capital Hub (CH) and ensure project preparation assistance and capital markets engagement from the CH is aligned with city processes, decision-making and priorities. Over time, the CFS role serves to help each city build their internal capacity and capabilities, providing direct assistance while avoiding locking in long-term dependencies on the CFS.

The anticipated tasks throughout the life of the contract include:

- Identify and provide priority capacity- and capability-building support to Mission Cities in the defined geography of this CFS sub-contracting scope.
  - Specific attention will be given to support capacity building on climate-focused capital and finance needs within each Mission City's municipal government structure, along with established institutional partners (e.g., municipal energy companies, etc.). Mission Cities should build their capital and finance capacity as a direct result of CFS support, and not simply rely on the CFS to execute finance-related activities on a city's behalf.
  - The CFS will also assess needs and help organise delivery of capability-building for Mission Cities on capital and finance work. Where city staff would benefit from formal



and informal training, coaching and advisory, the CFS will help each city reflect on those needs and work collaboratively to help build an approach for capability development.

- Support Mission Cities with implementation of their Climate investment plans. The practical balance of directly helping a city with project preparation and financial analysis and with building its own capacity and capabilities will be a key area for the CFS and NZC to work together to achieve. Cities often learn by through doing, and the CFS role will be critical to helping to refine project scopes, conduct and oversee business analysis and formal business case development, determining project “bankability”, and engaging with all aspects of project and portfolio development.
  - Each city will receive tailored financial support, combining expertise in project finance with capital markets engagement, helping the city to develop an effective strategy for its overall climate finance needs. Such a strategy will seek to identify and overcome key barriers, helping the city to link its finance activities with policy and citizen engagement, in order to enable Mission-scale actions.
  - The CFS will help each city in its engagement with the CH and other key investors, including the European Investment Bank (EIB) and European Bank for Reconstruction and Development (EBRD), along with all relevant public and private sources of capital.
  - Along with other NZC and CH activities, the CFS role will help each city to identify its existing and needed capital ecosystem, so outreach efforts to build up that ecosystem are undertaken early.
- The CFS will need to become familiar with cities organisational structure, be aware of who the decision makers are. Experience working directly in and adjacent to the city context is valuable, and the CFS will be expected to seek out support from NZC for complementary and supplementary expertise, where needed.
- While not necessarily a formal requirement for NZC, the CFS and each city should work to establish a plan for needed capacity and capability development, both among existing city staff and with additional roles for the city to establish and recruit.
- The CFS roles across the Cities Mission will provide substantial opportunities for shared learning, synergies in capacity and capability support activities, policy development, and capital markets engagement. As such, NZC will provide close facilitation among all CFS roles to support information-sharing, knowledge development and exchange, and problem-solving. Close collaboration with NZC and the CH also will be essential in the execution of this work. NZC and the CH have developed effective knowledge management tools and project execution processes to support each CFS in this regard.

Each country in Europe is different in policy and institutional context, and NZC and the CFS support role will be tailored to respond to these diverse needs to the maximum extent possible. Further, the ongoing support will seek to be as adaptive as possible to take into account evolving needs. For this reason work shall be broken up in monthly/quarterly scopes of work to provide as much definition as possible prior to the commencement of any activities.

Climate KIC intends to establish a panel of third-party suppliers to ensure suitable capabilities for the scope of work described. Bidders are encouraged to make it clear in their proposal what expertise and services they can provide in line with the scope of work described, if not the whole scope.

The selected bidder is expected to engage with experts from the NetZeroCities consortium, as well as engaging with the city and its key stakeholders. NetZeroCities experts (who are resourced already and do not have to be represented in a financial offer) are to be engaged (together with the city) on baseline briefings, the overarching strategic approach within which this assignment takes place, as well as for sharing good practices/learning from other cities, where relevant.

## 3.2 Required Experience and Capabilities

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

The team or individuals delivering the services should be able to demonstrate the following experience and capabilities:

### Experience requirements:

- Minimum of 5 years in a relevant finance role - preferably financial analysis, project finance, financial transactions and execution, or similar, with a primary focus on sustainable finance highly preferable.
- Comprehensive understanding of financial markets, financial structuring, and investment instruments as they apply to sustainability projects.
- Prior experience working with local government and public sector institutions engaging and delivering on sustainable project development.
- Knowledge of local and national financial ecosystems, frameworks and sustainability funding initiatives.
- Proven experience of engagement with private sector financing institutions.
- Specific sectoral project experience in urban sustainable infrastructure e.g. renewable energy, energy efficiency, sustainable transportation, district heating and cooling, etc.

### Expected capabilities:

- Fluency in English and in the local languages of each assigned Mission Cities.
- Excellent communication and interpersonal skills, with the ability to build relationships and collaborate effectively with diverse internal and external stakeholders.
- Financial transactional and execution skills.
- Demonstrated ability to think strategically, solve complex problems, and drive results in a fast-paced, transactional environment.
- Project management skills, including the ability to develop and implement action plans, monitor progress, and deliver results within set timelines
- Ability to adapt to changing city needs and project requirements, demonstrating flexibility in approach and problem-solving.
- Aptitude and flexibility to travel as the role will require both extensive inter and intra-regional travel, with this at times being at short notice.

## 3.3 Rates

The service provider is asked to provide all relevant rates to deliver the services. This should include:

- Travel Rates/Costs for each Mission City being quoted: The delivery of the work will involve significant travel, sometimes at short notice. It is expected that each CFS will spend time on-site with their assigned cities (to be agreed upon with each city based on needs and availability). Additionally, participation in relevant events outside of the covered cities may be required (e.g., Cities Mission annual conference, NZC consortium annual meeting, NZC seasonal school for cities, and other relevant conferences).
- Flexible Rates for back-office work such as onboarding training and knowledge management: CFS will be required to complete an onboarding training at the beginning of their contract before engaging with cities. This training will include an introduction to NZC processes and tools, particularly regarding information sharing and knowledge management. In addition, back-office work includes the administrative tasks of participating virtually in internal calls with NZC partners, the Capital Hub, and external partners such as the EIB. Regular updates across NZC information systems (e.g. Notion, SharePoint) and active contributions to business development targets (e.g., LOIs, investor dialogue) as per the Capital Hub's guidelines and reporting needs are expected.

- In person rates for city visits: CFS will operate in a complex ecosystem and engage with multiple stakeholders at both the city and NZC consortium levels. CFSs will establish working relationships with Mission Cities, particularly municipal finance teams and other relevant departments, and develop a solid understanding of each city's governance, political landscape, climate strategies, and investment plans. In addition to working with city stakeholders (e.g. climate/transition teams, finance departments, technical departments), CFS activities will be carried out in close coordination with NZC partners, particularly the City Advisors (CA) assigned to the same Mission Cities. As described before, CFS will also act as key liaison of the Climate City Capital Hub (CH), hence collaborating closely to ensure continuous feedback loops between the CH and the cities and actively supporting project maturation and investment readiness in alignment with the Capital Hub 's strategy.
- Senior/C-Suite and management rates: The anticipated costs under this agreement should largely be for the finance person responsible for the relevant city, which is a mid-level role. Higher level and supporting roles should be limited, however rates can be provided in the event this support is agreed to under any scope of work.

Note to bidders: add as many rows to include all proposed people for this deployment.

### 3.4 Deliverables

The work of each CFS assignment will vary quite significantly, reflecting the distinctive set of priorities and needs of the Mission Cities with the geographic area. As such, deliverables based on tailored finance-related support will be defined in the scope of work stage once Framework Agreements are executed. This work will be developed and documented in detail as part of the overall project management in NZC and in alignment with the Capital Hub. For the purposes of the sub-contracting management, the following deliverables are requested:

#### **Deliverable 1: NZC City Finance Specialised Services Mid-Project Delivery Report**

##### Requirements:

The sub-contractor must prepare and submit a concise, informative Mid-Project Delivery Report, reflecting the mid-point of the overall contract timeframe. This report should be validated by the cities in receipt of the support, as described in the Assignment contracted. It should serve as a brief but comprehensive report summarizing the activities, outcomes and learnings. In addition, reference to complementary support needs from NZC and others, including national government, should be made to put the finance support work in context. Deliverable 1 will need to reference and provide a brief narrative on how each of the Mid-term objectives (outlined in the Annex) has been addressed or met. This should include specific examples or evidence of progress where applicable.

#### **Deliverable 2: NZC City Finance Specialised Services Project Delivery Report Requirements:**

The sub-contractor must submit a similar final Project Delivery Report, documenting work throughout the term of the contract. This report also will be validated by the cities receiving support and serve to inform future work to support those cities, based on the broader set of Mission support activities of NZC and the Capital Hub. Deliverable 2 will need to reference and provide a brief narrative on how each of the Final-term objectives (as outlined in the Annex) has been addressed or met. This should include specific examples or evidence of progress where applicable.

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.

### 3.5 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)

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

### 3.6 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 framework 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.

For **any requests for clarifications or questions** related to the contents of this RFP, bidders must send an email to [cesf@netzerocities.eu](mailto:cesf@netzerocities.eu).

**All proposals/offers** must be submitted via email to [cesf@netzerocities.eu](mailto:cesf@netzerocities.eu) by the deadline indicated in this RFP.

### 6.2 Quotation requirements

Climate-KIC request that bidders quote in the following manner, as appropriate to delivery of the services:

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.  
Please check below "**Table 5**" which is a simple and non-exhaustive example of the main quote table.
4. **Rate Card:** Suppliers shall provide a rate card listing each personnel category/role that will contribute to the delivery of City Finance Specialist services, together with the applicable daily rate in EUR (EUR/day).  
Rates must be specific to each role and must not be blended or averaged across personnel.  
If your organisation normally operates with hourly rates, you must also indicate the equivalent daily rate, applying the following standard conversion to ensure comparability across bids:  
Standard conversion: 1 working day = 8 hours



**Required columns for the Rate Card:**

- Role (use consistent naming across all tables)
- Hourly rate (EUR/hour)
- Daily rate (EUR/day)
- Short description of role

Please check below "**Table 6**" which is a simple and non-exhaustive example of the rate card table.

- Travel and Subsistence Costs: Significant travel to assigned cities may be required; bidders should include indicative travel rates/costs per city and specify assumptions (e.g. economy class, hotel category). Remote engagement should be proposed where feasible. Suppliers must provide indicative travel and accommodation costs presented as:
  - **(Option 1)** An additional **column in the rate card** showing a typical "*estimated travel cost per trip*" (EUR/trip) for each relevant country; **or**
  - **(Option 2)** A **separate short table or annex** summarising expected travel-related costs per Mission City (e.g., estimated average cost per visit including transport and accommodation).

Travel costs will **not be used as a weighted evaluation criterion** but will serve to assess the realism and completeness of financial offers.

The price of the financial offer must be evaluated based on the overall cost, travel costs included.

Note: Time spent travelling is not considered billable.

- 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.
- The quotation should remain valid at least 90 calendar days from the submission deadline.
- 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 6: Example – Rate Card (Resource-Based Quotation)**

Role	Daily rate (EUR/day)	Hourly rate (EUR/hour, optional)	Short description of role
Project Manager	900	112.50	Overall coordination and liaison
Technical Expert	700	87.50	Technical lead on energy audits

## 6.3 Terms of this RFP

- Your proposal should be submitted according to the instructions as detailed in this section and should be valid for a period of at least six (6) months from the bid due date. Any proposal submitted outside the scope defined may be rejected without provision for re-submission.
- 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.

## 7 Annex

### Mid-Term Objectives

#### **1. Understand and Establish Relationships with your City:**

- a. Analysed and understood all the CCCs of all your Cities with particular focus on Investment Plans and projects highlighted. Please use the ;
- b. Developed an overview of municipal governance (Finance teams and other relevant departments), public sector companies/utilities and contact persons;
- c. Established relationships with Treasury/Finance teams within your cities.
- d. Established relationships with the City Advisors (CA's) and EIB country officer.
- e. Identified the key contact people within your cities for the Capital Hub and established a relationship;
- f. Analysed the financial situation and the balance sheet of each of your Cities, are aware of hurdles and difficulties to finance the CCC, understand their ease/appetite/ability to raise debt, available equity/budget to finance projects, experience with (green/social) bonds, PPPs, SPV's, crowd funding, other financial instruments;
- g. Gained insights into the political situation in your cities, the appetite and drive for CCC implementation, potential hurdles and blockages, important regulations and incentive structures for different infrastructure sectors;
- h. Conducted at least one in-person full-day meeting or workshop with each Mission-labeled city.

#### **2. Informed about and able to guide Cities to the Capital Hub and broader NZC support offering:**

- a. Understood the global NZC offering to cities (including the Capital Hub, City Expert Support Facility - CESF, City Support Groups, pilot activities, policy advice, etc.) and be able to guide cities towards these support services when requests arise.
- b. Established relationships with relevant NZC (or similar if relevant) organisations in your countries;
- c. Developed connections with national platforms within your countries, where applicable;
- d. Be aware of the Better Funding Dialogues (SGA2 T2.6) that are planned or currently taking place in your country or countries.

#### **3. Got a project overview:**

- a. Are familiar with the infrastructure project lifecycle (project preparation process), can explain the most important steps to Cities (project preparation process slides) and can assess the readiness of a project depending on the information presented to you;
- b. Established an overview of City projects included in CCCs (all projects added into notion), are able to provide information on:
- c. Where the projects stand in terms of project preparation (maturity assessment) - added information into notion;
  - i. Who are the relevant departments, utilities, people involved in each project;
  - ii. What are the main obstacles, issues the City needs support on;
- d. Supported the City on project prioritization to bring to the Capital Hub:
  - i. Discuss with City the maturity/readiness of their projects and indicated this information in notion (on all projects of the City, not just the ones which the Capital Hub supports);
  - ii. Identify support needs for individual projects (in regards to project preparation (TA) and finance);

- iii. Support cities to use City Finance Framework for portfolio of projects and fill out the Project Intake Form (PIF) and to submit it to the Capital Hub with the relevant documentation on the projects;
  - e. Established feedback loops with Capital Hub and City:
    - i. Once projects are allocated to working groups within the Hub, participate in (and coordinate) working group meetings to provide timely feedback to Cities;
    - ii. Be accountable for regular feedback to Cities on specific projects and general requests and stay informed on work performed by Capital Hub working groups on your City projects;
- 4. Established an overview and relationships with investors:**
  - a. Are familiar with the TAs and investment offers and conditions of the European Investment Bank (EIB) ;
  - b. Have established good relationships with the EIB representative of your country/city;
  - c. Have complemented the existing overview (table/list) of all relevant grant providers in your country and are familiar with the most relevant grant providers, their grant provision criteria;
  - d. Have established/complemented an overview (table/list) of all relevant (private) debt and equity providers for different infrastructure sectors in your country, are familiar with their investment criteria;
  - e. Be aware of the main EU, regional and national public funding sources for Cities' projects (link to SGA2 T2.6.1 mapping).
  - f. Have established a relationship with first investors and established a shortlist of investor contacts to reach out to;
- 5. Established an overview and (potentially) relationships with other relevant partners:**
  - a. Familiarized yourselves with available Technical Assistance support within the EU realm, that is potentially eligible for your Cities and can direct Cities towards that support offering (familiar with eligibility criteria, format for applications, informed about open calls);
  - b. Established an overview (table/list) of potential private project developers/service providers/PPP partners for relevant infrastructure projects in your country/cities - Have established relationships with first partners and established a shortlist for additional relevant contacts to reach out to;

## **Final-Term Objectives**

- 1. Cities & Partner knowledge**
  - 1. Deepened key relationships with city finance teams, city finance advisors, EIB & EBRD country officers as evidenced by number of meetings and a comprehensive understanding of cities' (including city public companies) and other relevant governance, financial situation, and Climate City Contracts (CCCs) for cities under responsibility as evidenced by and the information output.
  - 2. Hold regular touchpoints (weekly or biweekly) with the City Advisor(s) for the cities under responsibility.
  - 3. Hold at least one monthly update and coordination meeting with the National Platforms for the countries under your responsibility, if applicable.
  - 4. Be aware of and participate, if relevant, in the Better Funding Dialogues taking place in the country(ies) under responsibility.
  - 5. Participate in the NZC country meeting for the country(ies) under your responsibility.

6. Update the following information on Notion (core internal database) at least once a week:
  - a. Your projects/assignments with the Capital Hub Project/Assignment Tracker
  - b. Your meeting minutes with cities in the “City Support & Finance-related Meeting Notes” database
  - c. Your scheduled meetings with cities in the “City Event Calendar”
  - d. General updates on your cities in the “CFS/Capital Hub workstream” section of the “City Support Tracker”
7. Update the relevant project and city information stored in the NZC SharePoint at least once a week. Additionally, ensure that the corresponding links to these documents are added in the appropriate space in Notion.

## 2. Financial & private capital Development

1. Get an understanding of projects already in process the city is financing to learn from/engage with
2. Have a clear view of the gaps and opportunities in terms of public sources which could be met by Private investors or private banks, or third party public/philanthropic capital (or a combination thereof).
3. Contribute to thinking about innovative business models, capital combinations, and financial solutions to address those gaps.

## 3. Business Development

1. Obtain at least 10 LOIs in total with clear trajectory for deployment of capital (to support projects advance to the next stage) collaborating with the Hub for (TA) project preparation assistance, modelling expertise and funding assistance and financial advisory.
2. Support the development of a written document of interest from investors for at least one City project supported by the Capital Hub by year-end, ideally contributing to or enabling term sheet negotiations to drive value generation in 2025 and beyond.
3. Deepen City Treasury teams (including public companies as may be relevant) relationships under responsibility to build trust and develop a prioritised pipeline with assignment requests to be submitted to the Capital Hub with the relevant information. Similarly, engage with relevant City departments and utilities, such as the construction department, waste and water utilities, to ensure comprehensive project preparation and coordination.
4. Schedule and hold a monthly meeting with EIB counterparts, and as the case may be relevant EBRD counterparts, and ensure smooth operations with EIB or EBRD colleagues.
5. Establish a network of technical/project preparation assistance providers, including Smart Cities and Philanthropies, and potential project developers/PPP partners.
6. Identify at least 4 local investors or banks for city projects and build relationships with them.
7. Leverage and use the City Finance Framework tool as much as possible as may be relevant to help develop investable propositions.