



NZC CESF Procurement RFP

**CESF Procurement of external expert support to develop
the prototypical concept design and implementation
guidelines for Glasgow's Community Renewable Energy
Framework (CREF)**

SGA3-MCCC-024 Glasgow

Date: 20 April 2026

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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: Development of a Strategic Governance and Implementation Model for Glasgow's Community Renewable Energy Framework (CREF)

Date: 16 April 2026

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	Provision of strategic consultancy services to develop a prototypical concept design and replicable implementation guidelines for Glasgow's Community Renewable Energy Framework (CREF), including the definition of governance models, partnership structures, and financial pathways, using four illustrative sites as cases to support city-wide scaling.
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	Glasgow (Scotland) Services will be delivered remotely to the following locations: <ul style="list-style-type: none"> Glasgow (Scotland) Some onsite services may be required at: <ul style="list-style-type: none"> (Glasgow (Scotland))
Climate-KIC Contract Manager for submitting proposals and inquiries	Luisa Carretti Mateusz Hoffman CESF@netzerocities.eu
Proposed contract term for successful candidates	01 June 2026 Expected duration: approximately 5 months

Table 1: Procurement executive summary

1.2 Timelines

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

Planned Date*	Milestones
20 April 2026	RFP issued to bidders
01 May 2026 (23:59 CET Time)	Deadline to submit questions
07 May 2026 (23:59 CET Time)	Bidders submit proposals / Submission Deadline
15 May 2026	Assessment results announcement (subject to finished evaluations and selection of a winner)
01 June 2026	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

The City of Glasgow is implementing a [Community Renewable Energy Framework](#) (CREF), aimed at increasing the footprint of community-owned renewables in the city. The framework seeks to support communities as they implement community renewable energy projects from initial proposals to delivery, including consideration of persistent challenges that these projects encounter, such as finding suitable land, financing, connections, and navigating the planning process.

Glasgow describes the Community Renewable Energy Framework as follows in the [the Climate City Contract](#):

“This initiative aims to support increased generation of energy from renewable sources by identifying a portfolio of sites which are suitable for community led renewable energy development and outlines the process by which communities can work with the Council. This will help the City to decarbonise energy provision, meet our Net Zero Carbon 2030 target, and support and empower communities to take climate action that they can directly benefit from. Work has been undertaken to identify suitable sites that can be marketed to community groups and to address barriers in making sites available for transfer for renewables projects. The Framework was approved by the City Administration Committee in September 2024. Sites have been identified as suitable for inclusion in the Community Renewable Energy Framework and will be taken to Contracts and Property Committee to seek approval for these to be promoted to communities for use according to the CREF. Once approved, an engagement event for communities will be held in late 2024 to launch the sites and framework.”

In Glasgow’s recently [revised Climate Plan](#), “Support Community renewable energy generation through the implementation of the Community Renewable Energy Framework (CREF)” is one of the objectives noted under the Energy sector. Key partners include Glasgow Community Energy, Local Energy Scotland, Scottish Government, Sustainable Glasgow, and “People Make Glasgow Communities”.

Glasgow City Council has launched the first phase of CREF (Phase 1) in June 2025. The pre-application stage for Phase 1 is complete, with bids on all 4 original sites. A working group, comprised of the community applicants (where identified), Glasgow Community Energy, Local Energy Scotland, “People Make Glasgow Communities”, and the Sustainability team at Glasgow City Council meets monthly to support the applicants through the process. It is evident through the discussions to date that there is limited information on the feasibility of the sites, which is impacting communities’ capabilities to formulate what might be possible. A high-level technical feasibility assessment is underway to set expectations on what is possible on the 4 sites (e.g. space allocations within the sites, complementary or coexisting uses, possible adverse impacts on the surrounding neighbourhood, necessary site work, etc).

At the same time as implementing Phase 1, Glasgow’s Sustainability team is thinking ahead to future phases of CREF which aims to scale the framework, identifying additional sites, exploring financing options and implementation models, and incorporating learnings from cities with similar programmes. Glasgow’s sustainability team is conducting a review of Phase 1 looking at the site selection process, community capacity, technical feasibility studies, CREF process and benefits (communication), the working group approach, and case studies and lessons learned from other contexts. This request for proposals complements the review, aiming to support Glasgow City Council in the implementation of Phase 1 and planning for Phase 2.

The proposal should consider the following. Please note, outputs are expected at a decision-support/pre-feasibility level sufficient to initiate a next project stage, while detailed design, engineering and associated calculations or obtaining equipment quotations remain out of scope.

3.2 Scope

Climate KIC, acting on behalf of NetZeroCities, is requesting proposals for a concept design, supported by contextual analysis and translated into a replicable implementation model and practical guidelines for Glasgow's Community Renewable Energy Framework, targeted for Glasgow City Council and the other key stakeholders involved in the CREF. This scope of work does not include a site-specific technical feasibility study.

The scope of work should consider:

1. The CREF aim and intended outcomes*
2. The possibility of various renewable energy technologies in the community-led renewable energy projects. Given the nature of the CREF, the community groups will determine the renewable energy technology to be deployed on the sites, informed by site-specific technical feasibility studies being funded by grant administered by Glasgow City Council separately. Solar PV and potential renewable heat options are anticipated to be the primary renewable energy sources for the CREF sites. Bidders are required to provide governance and implementation analysis that is not specific to certain renewable energy technologies to ensure the framework remains robust regardless of the final technology selection by the community groups.*
 - a. Including the possible impacts that the different renewable energy technologies might have e.g. on the governance and implementation model or implementation guidelines
3. Design conditions, constraints, and limitations that could impact installation, such as integration to the local energy systems and the grid hosting capacity (at a high level, as opposed to the site-specific technical feasibility being undertaken separately)
4. Spatial planning and landscape considerations, aligning with the CREF's desire to integrate local renewable energy production to urban areas while also enhancing biodiversity and outdoor space within the neighbourhoods
 - a. Including possible adverse impacts on the surrounding neighbourhood (at a high level, as opposed to the technical feasibility being undertaken separately)
5. The funding and financing landscape, to inform how the community delivery model for the renewable energy projects could be best set up to make use of existing funding and financing options
6. Governance model and partnership structure, critical to the effective implementation and sustained resilience of the community renewable energy projects
 - a. Taking into account the technical practicalities of offtake of any energy production, challenges of the local building stock / assets, how community groups need to be set up to oversee this, funding landscape, and legislative constraints and opportunities

* Available background information to be shared at the start of the project by Glasgow City Council on the 4 Phase 1 sites and the CREF, generally, including information from an ongoing review of the process and framework so far. This information will include high-level desk-based upper boundary estimates of total PV production for each site, considerations and assumptions on heat potential from the Local Heat and Energy Efficiency Strategy, possible uses of the energy, and energy infrastructure details (e.g. district heating network plans). It will be possible to meet with Glasgow City Council stakeholders to clarify information. Glasgow City Council will also be able to provide an overview of the range of community organisations in proximity to the 4 sites, and an overview of the feedback from local organisations to date.

Task 1 Concept Design

Taking into account the considerations highlighted above (#1-6), the concept design should be developed based on the original 4 Phase 1 sites serving as prototypes and case studies informing the design and analysis of the viability of the concept and its replicability – to not only the sites in Phase 1 but also to inform decision-making and possibilities on sites for community renewable energy in future phases (I.E. scaling the CREF beyond the 4 sites in Phase 1).

Maps of the 4 sites are located [under "Available Sites" on this webpage](#). The overall conditions in Glasgow impacting the use of the sites for the CREF is the focus of this work as opposed to the specific conditions of each individual site. It is expected that these external-to-the-site-specific conditions will be similar across the 4 sites, especially for the 3 sites located in the Easterhouse area. The fourth site is located in the Milton area.

The concept design should focus on systemic conditions impacting the development of urban renewable energy projects, using the 4 sites as illustrative cases. The aim is to set direction for the community delivery design and model, with attention to the relationship between Glasgow City Council and the communities, as opposed to informing construction. For clarity, other resources (Vacant and Derelict Land Fund issued by Scottish Government and administered by Glasgow City Council) are being used to explore the technical feasibility of the 4 sites and thus, should not be included in a proposal.

Task 2 Implementation Guidelines

In addition to the concept design focused on the 4 sites as illustrative cases (Task 1), the scope of work should include the creation of guidelines to support the application of the concept to other sites. The guidelines should incorporate implementation considerations, including technical, procedural, and governance aspects, reflective of the scope considerations noted above (#1-6).

The primary aim of the guidelines is to address the question – what implementation model is viable in the Glasgow context, taking into account factors such as legislation, housing conditions, local community interest, etc? This implementation model should focus on the communities leading the renewable energy projects and their relationship with Glasgow City Council, with consideration for the roles, responsibilities, and limitations of each party. These guidelines should:

- Be tailored to Glasgow City Council with attention to how the City can most effectively implement a multi-actor framework, considering who's engaged and when (e.g. Glasgow Community Energy, Local Energy Scotland, Scottish Government, Sustainable Glasgow, "People Make Glasgow Communities", and Glasgow-based groups (communities who will develop the renewable energy on the CREF sites))
 - Glasgow City Council will identify the key stakeholders to be engaged in this project
- Take into account the legislative environment specific to Scotland and Glasgow
- Focus on a dense, urban environment context
- Provide guidance on considerations for site selection and concept design for future sites
- Highlight the governance arrangement, including roles and responsibilities, and recommendations for how Glasgow City Council can most effectively support and facilitate the implementation of community renewable energy projects, including recommendations for capacity-building activities
- Include a checklist noting the key steps to be taken for implementation

The total estimated workload is approximately 2.25 person months, with both tasks able to run in parallel.

The services must be delivered between June 1 and early July 2026, with a final deadline of July 10. This timeline is driven by Glasgow City Council's Sustainability team, which plans to report to the Net Zero and Climate Progress Monitoring City Policy Committee in September and learning from this work needs to be incorporated by mid-July into the proposals for how phase 2 is designed. There is an exception to the timeline for Deliverable 5 (CESF Delivery Report) which shall be submitted within 14 days after the delivery of the other services and deliverables (by July 24th).

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 city advisors and 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 from other cities, where relevant.

3.3 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, including by providing reference examples that illustrate past work:

- Experience in renewable energy planning and design in urban areas, and preferably with a community-owned or -operated component
- Experience in municipal government processes and jurisdiction, and preferably in advising municipal governments on local renewable energy generation projects
- Working knowledge of Scotland's legislative and regulatory environment relevant for the Community Renewable Energy Framework
- Experience in developing and delivering analytical reports and guidance suitable for an audience with varying knowledge on the topic of renewable energy deployment
- Project and financial management showcasing on time and on budget delivery

3.4 Methodology

- Provide clarity and insights essential to the implementation of Glasgow's Community Renewable Energy Framework, informing the design considerations and governance arrangements
- Support Glasgow City Council in effectively enabling and facilitating the development of the Community Renewable Energy Framework, taking into account the context-specific conditions and constraints impacting Glasgow City Council's role (e.g. legislative framework and regulatory requirements)
- Outline accessible and comprehensive considerations and recommendations

3.5 Objectives

To the awarded supplier is asked to adopt a suitable and professional methodology to deliver the services.

The methodology should consider:

- The concept design, analysis and guidelines should be tailor-made, in collaboration with the City and stakeholders.
- Selected methodology should promote participative and co-creative processes, ensuring the guidelines developed are well-received by and applicable to the partners involved.
- The specific legislative and regulatory context in Glasgow and Scotland.

Proposals are expected to outline the phases of the scope of work to deliver on this assignment, including envisioned sub-tasks and activities. The selected expert provider would then finalize the work plan with Glasgow's Sustainability team as part of the kick-off for the project.

The scope of work should consider time for:

- Clarification of project objectives and constraints with Glasgow's Sustainability team and NetZeroCities, in a kick-off meeting (which will be critical to ensure understanding of the CREF and the considerations informing this scope of work)
- A baseline context review, including legislation and policy
- Regular engagement with Glasgow's Sustainability team (including weekly check-ins)
- Validation of outlines for the concept design and guidelines with Glasgow's Sustainability team
- Preparation of a preferred concept for the selected sites, including key design conditions, risks, and uncertainties
- Engagement with stakeholders to inform guidelines for roles and responsibilities and recommendations for capacity-building activities (to be defined with Glasgow's Sustainability team at the kick-off meeting who to engage and when). The number of possible stakeholders to engage ranges from 1-10 and meetings can occur with multiple stakeholders together
- Development of guidelines, outlining a standardised process, planning and policy recommendations, and a checklist to be used by partners moving forward

3.6 Deliverables

The following deliverables are requested:

Deliverable 1: Memo on Concept Design Approach and Deliverable Outline (deadline: mid-June)

Requirements:

- Interim deliverable, informing Deliverable 3, to ensure alignment with Glasgow's Sustainability team
- Overview of baseline context review to confirm implications for concept design and surface any gaps

Deliverable 2: Memo on Implementation Guidelines Structure and Deliverable Outline (deadline: mid-June)

Requirements:

- Interim deliverable, informing Deliverable 4, to ensure alignment with Glasgow's Sustainability team

Deliverable 3: Concept Design and Analysis (deadline: early July; with final version complete no later than July 10)

Requirements:

- Focused on the 4 sites in Phase 1 of the CREF, 3 in Easterhouse and one in Milton, specifically the enabling and limiting conditions impacting the sites as opposed to specific site conditions (technical feasibility of the 4 sites is underway via a separate piece of work)
- Serves as a prototypical analysis informing design considerations for other sites

Deliverable 4: CREF Implementation Guidelines (deadline: early July; with final version complete no later than July 10)

Requirements:

- Focused on guidance to Glasgow City Council, while also addressing the role and responsibilities of stakeholders / partners
- Provides insights pertinent to the governance model and partnership structure
- Recommends key steps for implementation in the form of a checklist
- Specifies which guidelines are dependent on context-specific factors (e.g. Glasgow's urban systems, Scottish legislative environment, etc) so that other mission cities can use these guidelines to inform the implementation of their urban renewable energy projects

Deliverable 5: NetZeroCities City Expert Support Facility (CESF) Delivery Report (deadline: July 24)

Requirements:

- Upon completion of the delivery of support, the appointed provider must submit the NetZeroCities City Expert Support Facility (CESF) Delivery Report on the following [CESF Delivery Report Template](#). 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 summarising 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.

All deliverables can be submitted using the dedicated CESF branding on the deliverable templates ([vertical](#), [horizontal](#)).

Reports must be written to a professional standard, using a recognised referencing style (or one specified upon request). They must be provided for unrestricted use by Climate-KIC and be free from all third-party copyright restrictions. Climate-KIC will retain ownership of all work products and may share them with third parties, publish them online, or use them at its discretion.

Where artificial intelligence (AI) tools are used in the preparation of reports, their use must be clearly disclosed. Any sources or background materials generated or identified through AI must be properly verified and referenced in accordance with the required citation standard. The contractor remains fully responsible for the accuracy, originality, and quality of the content, including any material produced with the support of AI tools

3.7 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 the overall Climate-KIC Group (discretionary basis)
- Will continue to be a full-time employee of an EU grant recipient or a Net Zero Cities Consortium 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.

Moreover, Net Zero Cities Consortium partners should not participate in this request for proposals as subcontracting between consortium partners is prohibited under EU funding rules.

3.8 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.
- Contracting (third parties)

4 Contracting (third parties)

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.
- The standard payment term is 100% of the total contract value upon acceptance of the Final Delivery Report. Invoices for the Final Delivery Report may only be submitted following formal written acceptance by the Climate-KIC Contract Manager.
- Payment terms associated with the delivery of goods and/or services must be not less than net 30 days from the date a correct and undisputed invoice is received.
- Any request for a deviation from the standard payment term (e.g., payment in tranches) must be explicitly raised within the bidder's proposal and is subject to the review and prior written approval of the Climate-KIC Contract Manager. If a deviation is approved, all payments will be strictly linked to the achievement of one or more clearly defined deliverables. The Contract Manager reserves the right to approve or reject any requested payment schedule deviation.
- Climate-KIC can provide a purchase order number to be referenced on invoices.
- Requests for deposit payments are generally not accepted.
- 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 its standard terms and conditions on request. Bidders may propose their own terms and conditions; however, any final contract must incorporate the requirements below regarding Intellectual Property, liability, data protection and ethical standards:

- Background IPR
 - Each party keeps ownership of the Intellectual Property Rights it held before the contract or created independently of the assignment ("Background IPR").
 - The supplier must grant Climate-KIC a non-exclusive, royalty-free, perpetual and transferable licence to use any supplier Background IPR needed for Climate-KIC to use, adapt or further develop the contract deliverables. This licence may be sub-licensed to Climate-KIC group companies, affiliates or project partners for the same purpose.
 - The supplier receives no rights over Climate-KIC's Background IPR beyond what is strictly necessary to perform the services.
- Foreground IPR: All Intellectual Property Rights created in providing the services ("Foreground IPR") will be owned by Climate-KIC. The supplier must be able to assign these rights to Climate-KIC and take reasonable steps to support this.
- 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 (10%)

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 (5%).

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 (5%).

5.2.3 Methodology (20%)

The purpose of this criterion is to assess the suitability of the technical approach detailed by the supplier in the offer, particularly with regard to the overall scope of the contract and specifically with regard to the services therein comprised. The proposed methodology should be, therefore, fit for purpose, considering the specific characteristics of the services, the needs of the city or local authority, and risks identified in relation to the contract execution, among other aspects. Some aspects to consider for assessing the proposed methodology:

1. The specific methods and tools the supplier will use to deliver the services and attain the overall objectives of the assignment;
2. The proposed logical sequence of phases for the deliverables (e.g., intake, analysis, reporting, implementation);
3. The intellectual and professional approach to the challenges or issues indicated in the tender specifications, and more in particular, how the team proposed by the supplier will work together and how their specific expertise will be applied to the assignment;
4. How the team will identify potential project risks and what mitigation strategies they propose;
5. The internal quality controls to ensure that the deliverables provided are of a consistently high standard.

5.2.4 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.

All proposals/offers must be submitted via email to bids@netzerocities.eu by the deadline indicated in this RFP.

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

Climate-KIC reserves the right to reject RFP responses that do not confirm with these guidelines.

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:
 - The supplier's VAT number, including country code, if applicable.
 - Whether prices are inclusive or exclusive of VAT.
 - Where VAT is applicable, the exact VAT rate (%) to be applied.
 - Whether the reverse charge mechanism is expected to apply.

To enable Climate-KIC to assess the financial and tax implications of your bid, please also confirm the following:

If VAT will not be charged:

- Confirm whether the reverse charge mechanism applies.
- Provide a brief explanation of the legal basis (e.g. intra-EU B2B supply of services under Article 196 of the EU VAT Directive).

If VAT will be charged:

- Explicitly state the VAT rate (%) that will be applied to the invoice.
- If the supplier is established in an EU Member State other than the Netherlands, briefly explain why the reverse charge mechanism does not apply, with reference to the relevant national or EU VAT provisions.

Invoicing will be directed to the company **STICHTING CLIMATE-KIC INTERNATIONAL FOUNDATION, VAT NL860987541B01**.

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.

2. **Main Quote Table:** Suppliers must provide a **main quotation table** summarising all deliverables listed in Section 3/3.4 (Scope of Work). Each row must correspond to a deliverable and include:
- Deliverable name (as listed in Section 3.4)
 - Unit of measure (e.g. days, weeks, or months — use the most appropriate for the task)
 - Quantity
 - Unit price
 - Subtotal

Please check below "**Table 5**" which is a simple and non-exhaustive example of the main quote table.

3. **Rate Card:** Suppliers shall provide a **rate card** listing each personnel category/role that will contribute to the assignment, 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.

The rate card must include all roles foreseen in the delivery of the assignment and shall use **the same role names** that appear in the **Main Quotation (Table 5)** and the **Resource Plan (Table 7)**. All rates must be **fixed for the entire contract duration** and expressed in EUR, excluding VAT (VAT treatment is covered in the previous section).

Required columns for Table 6:

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

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

4. **Resource Plan:** Suppliers shall also provide a **Resource Plan**, showing the allocation of human resources across the project life cycle. The plan must use a **single consistent time unit**, which for this assignment is **monthly** (i.e. time buckets in calendar months).

This plan ensures full traceability between the resources, the deliverables and the associated costs.

For each **month** (or project phase, if more relevant), the supplier shall indicate:

- The **deliverable(s)** planned for that period (as listed in Section 3.4 – Scope of Work),
 - The **role(s)** involved,
 - The **number of days** allocated to each role,
 - The **daily rate** (EUR/day) — as provided in the Rate Card (Table 6), and
 - The **calculated cost** (EUR = days × daily rate).
- The **same role names and rates** used in Table 6 must be used in this table and referenced consistently in the **Main Quotation (Table 5)**. Suppliers may also include a **summary line** at the end of the table totalling the days and cost per role, as well as overall totals per deliverable.

Required columns for Table 7:

- Month / Phase
- Deliverable ID (ref. Section 3.4)
- Role
- Days in month
- Daily rate (EUR/day)
- Cost (EUR = days × rate)

Please check below "Table 7" which is a simple and non-exhaustive example of the resource plan table.

5. For External Suppliers (Non-NZC Consortium): Travel and subsistence for this assignment are expected to be minimal and must be clearly itemised in the quotation. While no travel is currently foreseen, suppliers are required to estimate and include in their quote any potential costs related to travel or accommodation that may arise during the implementation of the assignment. This includes potential domestic and international travel. Please note that time spent travelling is not considered billable. Suppliers are encouraged to propose remote collaboration and digital engagement methods wherever possible to minimise environmental and financial impact.
6. 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.
7. The quotation should remain valid at least 90 calendar days from the submission deadline.
8. 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.
9. The bidder shall explicitly declare any current or past institutional, commercial, financial, or organizational relationship with the City/Municipality for which the tender is issued, including but not limited to: a) Membership or affiliation in the bidder's organization b) Any contractual, financial, or in-kind support received from or provided to the Municipality c) Involvement in previous or ongoing projects funded or coordinated by the Municipality d) Participation in governance, technical, or advisory bodies.

Table 5: Example – Main Quotation Table

Deliverable ID / Name	Unit	Quantity	Unit price (EUR)	Subtotal (EUR)
D1 – Inception Report	days	13	–	10,100
D2 – Final Report	days	20	–	15,800
Total				25,900

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

Table 7: Example - Resource Plan (Monthly Allocation)

Month / Phase	Deliverable ID	Role	Days	Daily rate (EUR/day)	Cost (EUR)
Month 1	D1	Project Manager	5	900	4,500
Month 1	D1	Technical Expert	8	700	5,600
Month 2	D2	Analyst	12	450	5,400

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.