



# NZC CESF Procurement RFP

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

## NZC-SGA T 1.6 GREECE

Date: ~~20 April 2026~~ **UPDATE: 06/05/2026**

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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: Expert Support to Organise National Events on Climate Neutrality in Greece**

**Date:** ~~07 April 2026~~ **UPDATE: 06 MAY 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	Specialist support for the Greek Cities community of practice
The legal entity requesting these goods and/or services	Stitching Climate-KIC International Foundation
Services and/or goods will be delivered to the following locations	Services will be delivered remotely to the following locations: Greece Some onsite services may be required at: <ul style="list-style-type: none"> <li>Annual in-person national events to be held in Greece (2026 and 2027)</li> </ul>
Climate-KIC Contact Points for Proposals and Inquiries	Luisa Carretti Dominika Mickiewicz <a href="mailto:CESF@netzerocities.eu">CESF@netzerocities.eu</a>
Proposed contract term for successful candidates (expected)	<del>01 June 2026 – 31 October 2027</del> <b>UPDATE: 15 June 2026 – 31 October 2026</b>

Table 1: Procurement executive summary

### 1.2 Timelines

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

Planned Date*	Milestones
21 April 2026	RFP issued to bidders
05 May 2026 (23:59 CET Time)	Deadline to submit questions
<del>12 May 2026 (23:59 CET Time)</del> <b>UPDATE: 18 May 2026</b>	Bidders submit proposals / <b>Submission Deadline</b>
22 May 2026 <b>UPDATE: 29 May 2026</b>	Assessment results announcement (subject to finished evaluations and selection of a winner)
<del>08 June 2026</del> <b>UPDATE: 15 June 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 European Commission, 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](mailto: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

NetZeroCities, through SGA2 Task 1.6, 'Sub-European Peer-to-Peer Collaboration', is actively working to provide tailored support in various national contexts. The aim is to provide additional support to cities, foster communities of practice between cities in each nation, i.e. to strengthen city-to-city collaboration spaces at national level and thus help to reinforce national platforms. To achieve this, NZC has developed a country-specific support framework tailored to the unique characteristics and needs of each context.

In Greece, six cities are part of the Climate-Neutral and Smart Cities mission, namely: Athens, Ioannina, Kalamata, Kozani, Trikala and Thessaloniki. All these cities have submitted their City Climate Contracts, a bold commitment to become climate-neutral by 2030 and are in the process of implementing the action plan. A national network of mission cities, currently known as ClimaNet or the Network of Municipalities for Climate Neutrality, is in the process of being fully established as a formalized entity. Its primary purpose will be to provide support to the Mission Cities in Greece as well as Limassol in Cyprus. Prior to the formation of ClimaNet, the six Greek Mission Cities had already formed an informal group, which was utilised to access a 'Green Fund' provided by the Ministry of Environment & Energy as direct financial support for the development of their Climate City Contracts.

Other Greek signatories to the EU Climate Adaptation Mission include Ampelokipi Menemeni, Chaidari, Chalki Island, Corinth, Crete Region, Fyli, Ilion, Kythira, Larissa, Likovrisi, Mytilene, Nisyros Island, Penteli, Skiathos, Skopelos Thermaikos, Thermi, Thessaly and Vari - Voula - Vouliagmeni Municipality.

Building on these developments, and as part of the broader NZC program of support to all countries, new services are planned for 2025. In the case of Greece these services, which will be contracted through this tender, are to be delivered by an individual or organization with deep expertise in the Greek national context. This approach ensures targeted support that directly addresses the objectives outlined in this RfP.

Finally, as part of this specific support, each country has a NetZeroCities partner responsible for coordinating the work. In the case of Greece, this role is fulfilled by R-Cities.

### 3.2 Scope

In the context of the efforts of Greek cities within the **EU Mission for 100 Climate Neutral Cities by 2030**, and specifically the opportunity identified to provide additional support to the community of cities working toward the mission's objectives within Greece's national ecosystem, NZC / Climate-KIC is requesting a quotation for services from an organization or individual able to operate within this national context. The role involves supporting teams from NetZeroCities, as relevant, to take charge of and facilitate the process described below.

This assignment builds on analytical work conducted by NZC with Greek Mission Cities, including a comprehensive review of Climate City Contracts (CCCs), stakeholder interviews, and a national dialogue held in 2025. This work has already identified key systemic barriers affecting the implementation of climate neutrality actions in different areas, as well as indicative national support opportunities to address them. The supplier is therefore not expected to re-identify barriers from scratch, but to build on, validate, deepen and operationalise these existing findings through targeted stakeholder engagement and dialogue. The assignment should be understood as a transition from diagnosis to implementation-oriented dialogue. Relevant background materials and analytical outputs will be shared with the selected supplier at the start of the assignment.

The activities described in this section and further detailed in Section 3.6 include both mandatory requirements and elements that allow for methodological refinement. While bidders are encouraged to propose a tailored and context-specific approach, all mandatory activities, deliverables, and KPIs

defined in this Request for Proposal must be fully covered and cannot be reduced or omitted. Proposed adaptations must therefore enhance, rather than replace, the minimum scope defined.

The following is a **general description of the services** and actions to be provided by the awarded supplier, followed in subsequent sections with detailed information.

1. Design and implementation of a structured national-local engagement process, including the organisation of two in-person *annual national events* (2026-2027) as key milestones to support cities, promote co-implementation of projects and to enhance collaboration between cities, national and regional authorities, and other stakeholders. The services will also include encouraging the participation of CapaCITIES 2.0 partners or similar initiatives in this event.
2. Expert support, namely *collective technical assistance provided throughout the assignment and organisation of the national event*, aimed at fostering radical collaboration between cities, increasing their capacities and improving the cooperation of the community of practice of cities with national authorities.

The support will be directed towards cities that are part of the Mission in Greece, Pilot Cities, Twin Cities, and Greek municipalities wanting to achieve climate neutrality.

Presentations and technical support will take place predominantly in Greece; therefore, presenters must be fluent in Greek. The collaboration and interaction with NetZeroCities partners will be in English.

The **general objective** of the described support is to design and deliver two National Events on Climate Neutrality in Greece - one in 2026 and one in 2027 - that serve as high-impact moments for national-local dialogue. Each event should bring together national government, Mission Cities, Greek Municipalities, private sector actors, investors, and other key stakeholders to advance enabling conditions for local climate action. Drawing on the analytical work and city consultations already conducted under NetZeroCities, the events are intended to move beyond awareness-raising towards structured engagement on the specific barriers cities face, and the concrete national support needed to overcome them.

The annual national events shall adopt a clear and strategic thematic focus aligned with key decarbonisation priorities in Greece. For the 2026–2027 cycle, particular emphasis should be placed on a priority sector, which is the decarbonization of the built environment, ensuring that discussions are targeted, relevant, and conducive to actionable outcomes. This thematic focus reflects key priorities identified by Greek Mission Cities. This thematic focus is particularly relevant in the Greek context, where key competences related to buildings, energy systems, and financing mechanisms are largely held at national level. The process will therefore aim to strengthen alignment between local needs and national regulatory, financial, and policy frameworks, including the transposition of relevant EU directives.

This support is also intended to catalyse longer-term cooperation between national authorities, cities, private sector actors, and financial institutions. The annual events should not be designed as standalone activities, but act as key milestones of a broader, structured stakeholder engagement process. The supplier will be expected to design and implement preparatory activities at national and local levels to identify key challenges, opportunities, and priorities related to the selected thematic focus. The supplier is encouraged to strategically leverage existing national events and platforms (e.g. sectoral fairs, national conferences) to organise complementary sessions or engagement moments, in order to maximise participation and cost-efficiency.

In developing the event content, the supplier should take into account the key findings and insights presented in the NetZeroCities report ‘Common Challenges & National Support Needs for Greek Mission Cities’ which will be accessed through NetZeroCities partner.

The assignment is structured as a continuous engagement process over the contract duration, rather than a set of standalone events. The supplier is expected to design and implement a workplan including:

- Preparatory stakeholder engagement and analysis, building on the work already carried out by NetZeroCities and within the pre-selected thematic.
- Development of actionable recommendations
- Delivery of Event 1 (2026) as a milestone to consolidate and validate these outputs
- Continued engagement and follow-up activities

- Delivery of Event 2 (2027), explicitly building on the outcomes of Event 1 and demonstrating progress, alignment, or concrete developments

As part of the organization of the two National Events, the supplier will support the implementation of Better Funding Dialogue (BFD) and City-Industry Dialogue (CID) activities, in coordination with NetZeroCities partners:

- City-Industry Dialogues aim to bridge the gap between urban climate needs and industrial capabilities, fostering collaboration between cities, industry, SMEs, and financial actors to accelerate decarbonisation and create scalable solutions.
- Better Funding Dialogues aim is to enhance financial flows to cities, mobilize private stakeholders, and promote systemic change in financing structures to achieve climate neutrality.

The supplier is expected to play an active support role in conducting the necessary groundwork, including stakeholder outreach, coordination, and preparation, to deliver the main national event. This entails integrating the BDF and CID initiatives into the national event framework and ensuring close coordination with the respective initiative leads.

Additionally, this assignment will be implemented in parallel with other NetZeroCities support activities in Greece, including support to the ClimaNET network of Greek and Cypriot Mission Cities and national-level policy and advocacy support and in coordination with CapaCITIES 2.0 activities. Where relevant, the supplier shall ensure that insights, analyses, and outputs from these complementary support streams are taken into account and, where appropriate, integrated into the engagement process and national events, in order to strengthen coherence, avoid duplication, and maximise impact.

### 3.3 Required Experience and Capabilities

The supplier will ensure sufficient capacity to deliver the services in an efficient and effective manner. The organisation, team or individuals delivering the services should be able to demonstrate the following experience and capabilities:

#### *Minimum Requirements*

- Fluency in Greek (native speaker or C1 level)
- Minimum C1 level in English
- Proven knowledge of local authorities' competencies, and national regulatory frameworks
- Proven connection with national and local stakeholders for at least 5 years
- Proven experience in designing and organising high-level quality events engaging political decision makers from different levels of government.
- Ability to engage with local elected representatives, drive cooperation between local authorities of different sizes, proven by a demonstrated experience of at least 5 years working with local authorities
- Demonstrated expertise in the decarbonisation of the built environment, including energy efficiency in buildings, renovation strategies, and relevant EU and national policy frameworks, supported by proven experience in related projects or initiatives
- Proven experience in managing communications, media and design
- Strong facilitation capacity to design interactive and participatory session formats (e.g. roundtables, breakout groups, co-creation workshops) that enable constructive dialogue between cities, national authorities, and other stakeholders, moving beyond traditional panel discussions.
- Proven experience in designing and facilitating multi-stakeholder processes that lead to concrete outcomes

#### *Desirable experience and capabilities:*

- Good understanding of policies and regulations at the intersection of climate / environment and urban development
- Good understanding of energy efficiency in buildings and urban energy systems, including knowledge of Greek legal framework in this field

- Good understanding of financing mechanisms such as PPPs, ESCOs, or public investment frameworks
- Good understanding of governance system and competencies relevant for climate neutrality across different levels of governance
- Good understanding of cities’ challenges in achieving climate neutrality by 2030; direct connection to cities.
- Good understanding of the Mission approach
- Good understanding of NetZeroCities and CapaCITIES projects
- An apolitical / neutral role to ensure the ability to build trust among actors from different political spaces, both at the local and between other levels of government
- Good embeddedness into national structures; direct connection to critical national institutions and penholders, including financial eco-system players
- Enabler of cooperation with other stakeholders (private companies, third sector, etc.)
- Ability to coordinate the involvement of the national government, the European Commission and finance institutions (national banks, regional / municipalities public banks, etc).

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

### 3.4 Methodology

The service provider is asked to adopt a suitable and professionally accepted methodology to deliver the services. The methodology shall consider:

- Systemic approach, methodologies and tools developed by NetZeroCities
- Community building by fostering shared goals, active participation and supportive environments
- Commitment to high quality of service delivery and stakeholder communication
- Participation in onboarding activities and regular coordination calls with NetZeroCities partners.
- The supplier shall ensure close coordination with relevant complementary initiatives under NetZeroCities, including:
  - City Industry Dialogue (CID), to support engagement between cities and industry actors
  - Better Funding Dialogues (BFD), particularly in relation to financing models such as PPPs and the EU Multiannual Financial Framework 2028-2034
  - Ongoing national-level policy and advocacy work
  - The supplier will work in close collaboration with NetZeroCities partners, leveraging their expertise, and ongoing activities to ensure coherence and maximise impact.
- Facilitation of national-local dialogues
- Alignment service delivery in a European multi-project and multi-actor environment
- Adaptive management and ability to thrive in a fast-paced environment

### 3.5 Objectives

The following **objectives** are established for the outsourced services, defining the goals that the planned activities shall support and accomplish.

General Objectives		
Objectives	Description	
1	Strengthen national-local dialogue and multi-stakeholder collaboration to advance enabling conditions for climate neutrality in Greek cities.	<ul style="list-style-type: none"> <li>• Foster a collaborative environment by building robust networks between Greek Mission Cities, national and regional authorities, private sector actors, and financial institutions, to advance the enabling conditions needed for local climate action.</li> <li>• Strengthen connections between Greek municipalities, national authorities, and the private and financial sectors to encourage sustained partnership, follow-up, and coordinated support for local climate action.</li> </ul>

<p>2</p>	<p>Facilitate structured national-local dialogue and capacity building, anchored in the specific needs and priorities of Greek Mission Cities.</p>	<ul style="list-style-type: none"> <li>• Design and deliver two national events (2026 and 2027), each preferably two days in duration, within the framework of the EU Mission on 100 Climate-Neutral and Smart Cities. Each event must be embedded in a broader engagement process and designed as the culmination of preparatory activities (e.g. stakeholder consultations, bilateral exchanges, and targeted discussions).</li> <li>• The two events serve distinct but complementary purposes:             <ul style="list-style-type: none"> <li>○ Event 1 (2026): Focused on addressing key challenges priorly identified, opportunities, capacity building needs, and priority actions related to the decarbonization of the built environment, based on preparatory stakeholder engagement. and the NetZeroCities report Common Challenges &amp; National Support Needs for Greek Mission Cities</li> <li>○ Event 2 (2027): Focused on deepening collaboration, assessing progress since Event 1, and advancing concrete solutions, partnerships, and policy or financial mechanisms where possible.</li> </ul> </li> <li>• Design national-level panel discussions, sector-specific dialogues, and interactive workshops that bring together national authorities, Mission Cities and Mission-minded Cities, private sector actors, and financial institutions and investors. Sessions must be structured to generate actionable outcomes, not only to share knowledge, and must reflect the specific priorities and national support needs identified through prior city consultations and analytical work.</li> </ul>
<p>3</p>	<p>Organise and deliver two high-quality national events that showcase the climate neutrality efforts of Greek cities and generate visible momentum for national-level support.</p>	<ul style="list-style-type: none"> <li>• Develop and execute a dissemination strategy for each event, including event summaries, advocacy-oriented outputs and targeted communications to national stakeholders and decision-makers, to maximise reach and sustain the momentum generated toward national-local collaboration beyond each event.</li> <li>• Procure, manage and oversee all logistical aspects of both events, including venue coordination in Greece, participant registration, on-site management and secretariat, ensuring high-quality, professional delivery that reflects the ambition of the national dialogue being facilitated.</li> <li>• Generate tangible, policy-relevant outputs, including structured recommendations addressed to national authorities and relevant stakeholders, especially in relation to enabling frameworks for energy efficiency in buildings and associated financing mechanisms.</li> <li>• <b>For the purpose of this assignment, “high-quality” and “visible momentum” will be assessed based on:</b> <ul style="list-style-type: none"> <li>- the level and relevance of stakeholder participation (particularly national-level actors)</li> <li>- the extent to which discussions lead to clearly articulated priorities and follow-up actions</li> <li>- the production of actionable and policy-relevant outputs</li> <li>- evidence of continued engagement or follow-up interactions after each event.</li> </ul> </li> </ul>

## 3.6 Services and Activities

### 3.6.1 General information

The following outline workplan contains the activities to be delivered. It is designed to offer flexibility so that the service providers, taking advantage of their specific and valuable knowledge of the Greek national context, can adapt the activities as well as propose additional ones that they consider necessary to achieve the objectives described above.

Therefore, proposals including complementary approaches or additional services to enhance the process described above would be welcomed, where they can contribute to the objectives. To integrate this flexibility into the subcontracting process, it is foreseen that applicants will submit a 'Proposed Workplan' as part of the required documentation (See section 3.7 Deliverables).

In the 'Proposed Workplan,' the bidder may propose refinements to the methodology, sequencing, and formats of the activities, provided that all mandatory activities, deliverables, and KPIs are fully respected and no reduction in scope is introduced. Any proposed adjustments must be clearly justified and demonstrate added value in achieving the objectives of the assignment.

### 3.6.2 Workplan: Mandatory and Recommended Activities

To achieve the objectives stated in Section 3.5, the following activities must be carried out by the service provider in the 16-month period after the contract signature. All activities will be carried out in coordination with the NetZeroCities partner responsible for coordinating the work in Greece, in this case Resilient Cities Network. For each activity, the listed Key Performance Indicators (KPIs) must be achieved.

Mandatory activities	
<b>Activity 1. Design and delivery of two annual climate neutrality events in Greece</b>	
<b>According to objectives: 1, 2 and 3</b>	
<b>Description</b>	<p>Given the comprehensive nature of the assignment and the available budget, bidders are expected to propose a proportionate and realistic approach to the delivery of all components (stakeholder engagement, event organisation, dissemination, and outputs), clearly indicating how effort and resources will be prioritised.</p> <p><i>To be developed in collaboration with NZC partner (Resilient Cities Network) and an Advisory Committee consisting of designated representatives of the Greek Mission Cities support teams. Resilient Cities Network will provide strategic guidance and its knowledge and experience of developing climate-neutrality strategies with Greek Cities, as part of the EU Mission.</i></p> <p>The subcontractor will be responsible for the operational design and delivery of the activities, while key strategic elements (including event positioning, stakeholder prioritisation, and validation of outputs) will be defined in close coordination with NetZeroCities partners. Final approval of key deliverables and event concepts rests with the NetZeroCities partner responsible for Greece.</p> <p>The subcontractor will design and execute two 2-day in-person national events - one in 2026 and one in 2027 - ensuring each serves as a high-impact national-local dialogue moment, a capacity-building opportunity, and a strategic networking platform for Greek municipalities, national authorities, private sector actors, and financial institutions.</p>

This responsibility includes full financial accountability for all event-related costs, including venue hire, catering, audiovisual equipment, and on-site services, which shall be budgeted, procured, and managed by the subcontractor within the event-related cost allocation set out in Section 3.8.

The subcontractor will set a clear thematic focus anchored in energy efficiency in buildings as the priority area for events, in line with the findings of the NetZeroCities analytical work on common challenges and national support needs of Greek Mission Cities. This includes addressing the regulatory, financial, and implementation barriers identified by cities, such as the municipal role in national retrofit programmes (including Exoikonomo), access to building-stock and energy consumption data, the use of ESCOs and public-private partnerships, procurement frameworks, and investment and funding opportunities at national level.

Prior to each event, the subcontractor shall:

- Design and implement a structured stakeholder engagement process, including:
  - Stakeholder mapping across public, private and financial sectors, especially at the national level.
  - Bilateral consultations with key national and local stakeholders.
  - Online or hybrid preparatory meetings.
- Preparatory activities shall be informed by existing NZC analyses. The supplier will:
  - Review these findings
  - Use them as a basis for stakeholder discussions
  - Focus on validation, prioritisation, and operationalisation, rather than re-diagnosis
- Preparatory and engagement activities shall be designed in a cost-efficient manner, making use of:
  - Online formats (e.g. virtual meetings, webinars)
  - Existing events or gatherings (e.g. national conferences, sectoral events, Thessaloniki International Fair, etc.)
  - No dedicated additional budget is foreseen for standalone in-person preparatory meetings beyond the two national events. Bidders are expected to optimise formats accordingly.

Deliver a high-quality, well-structured program that incorporates, national actors, best practice exchanges from Mission Cities and other leading municipalities in Greece. The program should be informed by prior engagement activities.

- Integrate and, where relevant, showcase or validate outputs from parallel support activities (e.g. ClimaNET-related analyses, and policy and advocacy support) within the engagement process and/or national events, ensuring these contribute to stakeholder discussions and recommendations.
- High-impact participation of national government representatives, not only as speakers but as active contributors to structured dialogue, including participation in working sessions, roundtables, and co-creation formats aimed at addressing identified challenges.
- Drive active participation from Mission and Mission-minded cities in best-practice exchanges and collective learning.
- Produce a dedicated written output per event, focused on the decarbonisation of the built environment in Greece, that captures the key outcomes, agreed priorities, and concrete asks directed at national government. The output shall be suitable for direct use in national policy

engagement and shall be delivered in both Greek and English. These outputs are expected to be concise, structured, and directly usable for policy dialogue (e.g. policy briefs or recommendation notes).

Develop a detailed agenda, session formats, and a list of relevant speakers. The event shall include:

- High-impact participation of national government representative in the 2-days event.
- Interactive and participatory formats that take inspiration from Mission Cities' experiences, but ensure active engagement and dialogue, avoiding a sequence of one-directional presentations.
- Thematic sessions (4 at minimum), including capacity-building workshops to strengthen collaboration between cities and national government, and dedicated sessions engaging private sector actors, investors, and financial institutions on the funding and enabling conditions needed to advance local climate action.
- Integrate in the agenda the organisation of at least one City-Industry Dialogue (CID) within the overall process and in aligned with priority area (either as part of Event 1, Event 2), supporting relevant NZC's partners in ensuring:
  - Participation of relevant industry actors, SMEs, and supply chain stakeholders, and national level representative
  - Structured dialogue between cities, national level representatives and industry on needs, solutions, and market opportunities
  - Identification of opportunities for collaboration, innovation, and investment
- integrate in the agenda the organisation of at least one Better Funding Dialogue (BFD) within the overall process (either as part of Event 1, Event 2), supporting relevant NZC's people in ensuring:
  - participation of the national and regional level representatives, private sector, municipalities and financing institutions
  - Structured dialogue between Greek cities, national level representatives, private sector, and financing institutions
  - Identification of opportunities to improve access to sustainable financing for cities.

Dedicated networking opportunities to foster connections and partnerships.

- Compile a comprehensive list of guests, including representatives from national and regional authorities, Mission Cities and other local authorities, private sector organisations and investors, funding bodies, city experts, and other relevant stakeholders. The list shall also include the contact details of the proposed guests.
- Facilitate and document sessions as relevant (for chairing of sessions, panels etc.) and produce a set of concrete actionable next steps to be validated with national stakeholders and cities.
- Ensure that the second event (2027) is explicitly designed based on the outcomes of the first event, including:
  - Follow up on identified challenges or action areas through additional bilateral discussions and online/hybrid meetings.
  - Deepening of discussions.

- Presentation of progress or developments where applicable

In addition to carrying out ad-hoc preparatory activities, developing the program content, briefing speakers and moderators, the subcontractor will be responsible for arranging the logistics of the annual events, including the coordination and management of the following:

Event logistics and coordination:

- Identify, select, secure, and bear the costs of appropriate venues for the events, ensuring accessibility and alignment with the event's goals.
- Procure and cover the costs of catering services to accommodate attendees, including any specific dietary requirements.
- Manage participation expenses for up to two EU experts on the topic, including travel, accommodation, and organized visit programs, expert fees (e.g., dinners, sightseeing tours).
- Provide necessary audiovisual (AV, NZC branded materials (e.g., backdrop signage, banners), and other event-related supplies.
- Provide translation and interpretation services Greek-English.

All venue, catering, and on-site logistics costs shall fall within the subcontractor's budget and must be included in the event-related costs line of the quotation.

Dissemination and promotional activities (Dissemination activities should be designed to be proportionate to the overall scope and budget of the assignment, while ensuring adequate visibility and engagement with key national stakeholders):

- Prepare and distribute press releases post-event in both English and Greek.
- Develop a range of dissemination materials, including digital banners, posters, and other promotional assets, in alignment with NetZeroCities brand guidelines.
- Design, prepare, and distribute official invitations in English and Greek, with follow-up communications to ensure participant confirmation, while keeping NZC partner informed.
- Create standardized templates for event use, such as presentation templates for speakers.
- Ensure comprehensive photo documentation of the event to support promotional and reporting needs.
- Deliver two (2) one-minute recap videos, one for the 2026 event and one for the 2027 event, including interviews with selected key stakeholders and English subtitles, suitable for external dissemination in high-resolution digital format.
- Guidelines will be provided on the use of NZC and the EU Cities Mission communication materials. NZC partner in charge of Greece approves promotional material.

Technical and Secretarial Support:

- Draft and manage event invitations in consultation with NZC partner and in alignment with NZC guidelines.
- Develop and manage participant registration forms and compile a complete list of attendees.
- Organize session settings, concept notes, and coordinate closely with speakers and participants to ensure smooth execution.
- Collaborate with session leads to prepare session summaries and draft general conclusions for each session.

	<ul style="list-style-type: none"> <li>• Provide technical support on-site, including laptops, projectors, WiFi access, microphones, translation and other necessary equipment.</li> <li>• Maintain consistent communication with speakers to offer technical guidance and resolve any pre-event or on-site issues.</li> <li>• Operate an on-site secretariat, including welcoming participants, hosting the event, managing check-in processes, distributing event materials (e.g., attendee bags), and overseeing seating arrangements.</li> </ul>
<b>Participating Stakeholders</b>	<ul style="list-style-type: none"> <li>• Cities (Mission City, other interested cities); relevant national ministries and agencies and regional authorities, private sector, research and academia, civil society, interested organizations.</li> </ul>
<b>KPIs</b>	<p>For each event, the following KPIs are expected:</p> <ul style="list-style-type: none"> <li>• At least 2 preparatory online/hybrid meetings/stakeholder consultations prior to each event.</li> <li>• At least representatives from 15 Greek municipalities besides Mission cities.</li> <li>• At least 50 participants, including national government representatives, funding organizations, and other Greek cities beside the Mission Cities, attend and actively engage in the sessions.</li> <li>• At least 2 high-level representatives of national government in Greece participate in the event</li> <li>• At least 1 senior European Commission representative participate in the event</li> <li>• One written output per event delivered in Greek and English within three weeks of each event, focused on national government asks related to the decarbonisation of the built environment in Greece. These outputs are expected to be concise, structured, and directly usable for policy dialogue (e.g. policy briefs or recommendation notes).</li> <li>• One press release prepared and distributed for the annual event (in both English and Greek).</li> <li>• Session summaries and event conclusions compiled and delivered within two weeks of the annual event's conclusion.</li> </ul> <p>In addition to the KPIs listed above, the quality and effectiveness of the assignment will be assessed based on the following qualitative criteria:</p> <ul style="list-style-type: none"> <li>• The extent to which the process strengthens sustained collaboration between cities and national and regional stakeholders.</li> <li>• The relevance, clarity, and usability of the recommendations produced, particularly for national-level policy and decision-making.</li> <li>• The degree to which discussions lead to actionable follow-up actions, partnerships, or continued engagement beyond the events.</li> <li>• The contribution of the process to ongoing policy, regulatory, or financing discussions at national level on the selected priority theme.</li> </ul>

### 3.7 Deliverables

The following deliverables are requested:

**Deliverable 1: Detailed Workplan and Brief Baseline Report (per event)**

## Requirements:

The awarded supplier will be required to deliver a Workplan ahead of each national event. Two separate submissions are required, one ahead of the 2026 event and one ahead of the 2027 event, as follows:

- **A detailed workplan** aimed at precisely establishing the activities that will take place during the contract period. This Workplan will be approved by NetZeroCities partner in charge of Greece.
- **Brief baseline report** (4-page max) aimed at documenting the current state of key aspects of the national-local ecosystem and the relevant stakeholder landscape, including the status of national-local dialogue since the previous event. This document will serve as the foundation for monitoring the activities and services implemented as part of this support initiative

The Workplan will include:

- How existing NetZeroCities analyses and findings were used to inform the workplan.
- A clear engagement strategy, detailing:
  - Stakeholder mapping approach.
  - Planned preparatory activities, taking into consideration key findings from the NetZeroCities report “Common Challenges & National Support Needs for Greek Mission Cities”.
  - How insights from these activities will inform the event design.
- A detailed outline of the activities to be carried out, specifying the dates, content, cities to be invited, other stakeholders involved, the criteria established for these selections, and any additional information deemed relevant.

The **Brief Baseline Report** will include the following information on the existing community of Practice among local governments:

- Frequency of meetings among local governments, the participating local governments, types of representatives involved (e.g., technical staff and/or political level), participation of other stakeholders (e.g., other levels of government, private sector, academia, others), the existence of multi-city projects (if applicable), etc.

In case the supplier proposes a methodology based on existing collaboration and initiatives, they must explain how the activities performed in this contract will be complementary and increase the impacts.

To be submitted in Month 1 (M1) ahead of the 2026 national event, and in Month 9 (M9) ahead of the 2027 national event, from the contract start date.

### **Deliverable 2: Final Report (per event)**

## Requirements:

- Following each national event, the awarded individual/organisation will deliver a Final Report documenting the outcomes of that event. Each report will provide a detailed account of the activities delivered, outcomes achieved, and progress relative to the baseline documented in the corresponding Workplan. The report will assess the effectiveness of the event in advancing national-local dialogue, highlight key results, commitments, and follow-up actions identified, and propose concrete next steps to sustain and deepen the engagement initiated, including with national authorities, private sector actors, and financial institutions where relevant. The report shall also indicate how relevant outputs from complementary support streams (including ClimaNET-related work, advocacy and regulatory support, and Better Funding and City Industry Dialogues) were incorporated into the process and discussions, and how they informed recommendations or follow-up actions.
- The Final Report (10-page max) will include details about the activities conducted throughout the contract period. It will include an evaluation of the outcomes achieved, highlighting key results, challenges encountered, and the strategies used to overcome them. Evidence shall be provided regarding the achievement of the KPIs (list of attendees, agendas, pictures, etc.). A survey (proposed by NetZeroCities) addressed to participants to events, and to the capacity-building program, to assess their satisfaction and gather suggestions shall be included in annex of the report, as well as any materials developed (concept note, advocacy note, materials for capacity building

sessions, etc.). Furthermore, it will reflect on the alignment of the activities with the overarching objectives, including their contribution to strengthening the Community of Practice among local governments and the national platform. Lastly, the report will provide actionable insights and recommendations to inform and guide future initiatives, ensuring continued growth and collaboration within the ecosystem. Additionally, the report will include any information the awarded individual/organization considers relevant.

- To be submitted in within six weeks of each event: by Month 6 following the 2026 event, and by Month 16 following the 2027 event, from the contract start date.

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.

### 3.8 Indicative Budget

All tasks are defined to be performed in time period of 16 months, starting in June 2026. The total quotation must not exceed 60,000 EUR (excluding VAT).

### 3.9 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 must not participate in this request for proposals as subcontracting between consortium partners is prohibited under EU funding rules.

### 3.10 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)

### 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](mailto: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](mailto:cesf@netzerocities.eu).

Climate-KIC reserves the right to reject RFP responses that do not comply 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:
  - Whether prices are inclusive or exclusive of VAT;
  - Where applicable, costs must be clearly separated between professional service fees and event-related costs, in accordance with Point 2, below;
  - The supplier's VAT number, including country code, if applicable;
  - Whether the reverse charge mechanism is expected to apply.
2. **Invoicing Structure and VAT Treatment**  
Suppliers are required to reflect this distinction clearly in the Main Quotation Table:

#### 2.a) Event-related Costs:

- Event-related costs (e.g. venue rental, local logistics, catering, on-site services) must be clearly identified and itemised separately in the quotation.
- These costs shall be invoiced immediately following the relevant event.
- Event-related costs shall include local VAT, where applicable, based on the country in which the event takes place.

#### 2.b) Professional Service Fees:

- All other services (including preparation, coordination, analysis, reporting, and project management) shall be treated as professional service fees.
- These fees shall be invoiced upon final delivery of the assignment.
- Professional service fees shall be invoiced without local VAT and under the reverse charge mechanism, where applicable.

- The relevant reverse charge wording must be included on the invoice in accordance with EU VAT legislation.

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.

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.

3. **Main Quote Table:** Suppliers must provide a **main quotation table, which constitutes the primary financial basis for evaluation and comparison of bids**. The Main Quotation Table shall summarise all Deliverables listed in Section 3.4 / 3.7 (Scope of Work) and shall clearly distinguish between professional service fees and event-related costs, in accordance with the Point 2, *Invoicing Structure and VAT Treatment*.

Each row must correspond to **a deliverable or a clearly identifiable cost item** and include:

- Deliverable name or cost item;
  - Cost category (Professional service fees / Event-related costs);
  - Unit of measure (e.g. days, weeks, or months — use the most appropriate for the task);
  - Quantity;
  - Unit price;
  - Subtotal Subtotal (EUR, excl. VAT) – calculated as Quantity × Unit Price
  - VAT Rate – percentage rate applicable (if any)
  - VAT Amount (EUR) – VAT calculated on the subtotal; 0 for professional service fees
- At the end of the table, suppliers must include the following totals:
- Total professional service fees (excl. VAT)
  - Total event-related costs (excl. VAT)
  - Total VAT on event-related costs
  - Overall total (excl. VAT) – sum of professional service fees and event-related costs, excluding VAT
  - Overall total (incl. VAT) – sum of professional service fees and event-related costs, including VAT

Note: The overall total (excl. VAT) will be used as the basis for financial evaluation and comparison of bids.

The Main Quotation Table must be internally consistent with the Rate Card (Table 6) and the Resource Plan (Table 7), which serve as supporting documentation for cost verification and traceability.

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 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.

5. **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.

6. 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. **Any travel or subsistence costs directly linked to in-person events shall be treated as event-related costs for the purposes of quotation**, VAT treatment and invoicing, in accordance with Point 2 (*Invoicing Structure and VAT Treatment*).
7. Please submit your quote on official company letterhead or a formal company document, in English. The quote shall 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.

8. The quotation shall remain valid at least 90 calendar days from the submission deadline.
9. 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.
10. 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	Cost Category	Unit	Quantity	Unit price (EUR, excl. VAT)	Subtotal (EUR)	VAT Rate	VAT Amount (EUR)
D1 – Inception Report	Professional service fees	days	13	780	10,100	N/A	0
D2 – Final Report	Professional service fees	days	20	790	15,800	N/A	0
Event Logistics – annual meeting	Event-related costs	Lump sum	1	2.500	2,500	21%	525
<b>TOTALS</b>							
Total professional service fees (excl. VAT)					25,940		
Total event-related costs (excl. VAT)					2,500		
Total VAT on event-related costs					525		
<b>Overall Total (excl. VAT)</b>					28,440		
<b>Overall Total (incl. VAT)</b>					28,965		

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 must be submitted according to the instructions as detailed in this section and shall 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 shall 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 shall be sequenced and numbered in accordance with the format of this RFP.
13. The formatting of this document and the attached response document shall 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.

## NZC-SGA T 1.6 GREECE\_Q&As\_Clarifications

Questions	Answers
<p>1. Submission process:            Could you please confirm whether proposals should be submitted directly via email only (<a href="mailto:bids@netzerocities.eu">bids@netzerocities.eu</a>), or if any prior registration/account creation is required?</p>	<p>Proposals must be submitted via email only to <a href="mailto:bids@netzerocities.eu">bids@netzerocities.eu</a>. Submissions via other channels will not be considered.</p> <p>There is no requirement for prior registration or account creation in order to participate in this procurement procedure.</p>
<p>2. Proposal format:</p> <p>Is there a specific template to be followed, or can bidders structure their proposal freely as long as all requirements are addressed?</p>	<p>The RFP does not prescribe a fixed proposal template. Bidders are therefore free to structure their proposals as they deem appropriate, provided that all requirements outlined in the RFP are clearly addressed.</p> <p>The total submission must not exceed 30 pages, including attachments.</p> <p>However, by way of clarification, if bidders are unable to include CVs within the 30-page limit, it is acceptable to submit CVs in a separate PDF document, provided that:</p> <ul style="list-style-type: none"> <li>• the main proposal remains within the 30-page limit, and</li> <li>• all other required elements are included in the main submission.</li> </ul> <p>Bidders remain responsible for ensuring that their submission is complete and sufficiently detailed for evaluation.</p>
<p>3. Eligibility &amp; applicant type:</p> <p>Is the call open to both legal entities (companies) and individual consultants, or is there any preference/restriction?</p>	<p>The RFP allows participation from both legal entities (e.g. companies, organizations) and individual consultants.</p> <p>This is reflected in multiple sections of the RFP, which refer explicitly to the supplier as an “organization or individual” capable of delivering the services (see Section 3.2, Scope). There is no stated preference between legal entities and individual consultants. All proposals will be evaluated on the basis of the published award criteria (Section 5).</p>

## NZC-SGA T 1.6 GREECE\_Q&As\_Clarifications

Questions	Answers
<p>4. Qualifications &amp; eligibility requirements:</p> <p>In relation to the required qualifications (e.g. language proficiency, experience), should these be demonstrated at organisation level, the team level, or by specific key individuals?</p> <p>Are there any formal eligibility documents required (e.g. legal registration, tax certificate, declarations), or is eligibility assessed through the proposal, CVs and references?</p> <p>Additionally, are the supporting documents for these required qualifications expected to be submitted as part of the proposal, or at a later stage?</p>	<p>a) Qualifications and experience should be demonstrated at both:</p> <ul style="list-style-type: none"> <li>• organisation level (track record, references), and</li> <li>• team / individual level, through the CVs of the proposed experts.</li> </ul> <p>This is consistent with the evaluation criteria under Section 5 (Expertise / Experience) and the requirement to submit CVs under Section 6.1.</p> <p>b) The RFP does not require a predefined set of administrative eligibility documents (e.g. certificates) at submission stage.</p> <p>Eligibility is primarily assessed based on:</p> <ul style="list-style-type: none"> <li>• the proposal,</li> <li>• CVs,</li> <li>• references</li> </ul> <p>Climate-KIC reserves the right to request supporting documentation at a later stage for verification purposes.</p> <p>c) At submission stage, bidders must include sufficient evidence within the proposal.</p> <p>In line with the page limit requirement (Section 6), CVs may be submitted in a separate PDF document if needed, without affecting compliance with the 30-page limit for the main proposal.</p>
<p>5. Supporting documentation:</p> <p>Could you please clarify what type of evidence is considered sufficient to demonstrate “proven experience” (e.g. project references, reports, contracts, client confirmations)?</p>	<p>Given the 30-page limit for the main submission, bidders are expected to include concise references and descriptions of relevant experience within the proposal.</p> <p>It is acceptable to summarize relevant experience within the proposal.</p> <p>Proven experience may be demonstrated through relevant project references, including description of services, role, duration, and outcomes achieved.</p>

## NZC-SGA T 1.6 GREECE\_Q&As\_Clarifications

Questions	Answers
<p>Given the limited length of the proposal, would it be acceptable to include references within the proposal and provide supporting documentation (e.g. contracts, detailed evidence) at a later stage, if requested?</p>	<p>Bidders should ensure that the information provided is sufficient to allow a proper evaluation in line with the criteria set out in Section 5.</p> <p>In addition, CVs may be submitted as a separate PDF document, where necessary, without being counted within the 30-page limit of the main proposal.</p>
<p>7. Page limit &amp; submission package: Does the 30-page limit include CVs, financial proposal and supporting documents? If needed, can additional materials be submitted as annexes or via links?</p>	<p>The RFP specifies that the total submission must not exceed 30 pages (Section 6.1).</p> <p>For the avoidance of doubt:</p> <ul style="list-style-type: none"> <li>• the main proposal (technical and financial) must comply with the 30-page limit;</li> <li>• CVs may be submitted in a separate PDF document, where necessary, without being counted within this limit.</li> </ul> <p>No additional annexes or external links beyond the 30-page limit are foreseen, except for CVs which may be submitted separately as clarified above.</p>
<p>8. Budget &amp; financial aspects: Is the project implemented on a lump-sum basis according to the submitted bid, or will financial reporting with supporting documents (e.g. invoices, cost justification) be required?</p> <p>Additionally, is there flexibility to reallocate budget between activities during implementation, subject to justification and approval?</p>	<p>The standard payment arrangement foreseen in the RFP is 100% of the contract value upon acceptance of the final deliverables, as described in Section 4.1 (Payment &amp; Invoicing).</p> <p>However, bidders are allowed to propose an alternative payment schedule in their offer, provided that:</p> <ul style="list-style-type: none"> <li>• payments remain clearly linked to the achievement of deliverables, and</li> <li>• the proposed structure is explicitly described in the proposal.</li> </ul> <p>Any deviation from the standard payment terms is subject to review, negotiation, and prior written approval by the Climate-KIC Contract Manager (Section 4.1).</p>

## NZC-SGA T 1.6 GREECE\_Q&As\_Clarifications

Questions	Answers
	<p>The total contract value will be fixed based on the awarded bid.</p> <p>Where a payment structure based on multiple deliverables is agreed at contracting stage:</p> <ul style="list-style-type: none"><li>• the financial allocation per deliverable will be defined and fixed in the contract, and</li><li>• payments will be made strictly against the completion and acceptance of those deliverables.</li></ul> <p>Once the contract is signed:</p> <ul style="list-style-type: none"><li>• no reallocation of budget between deliverables is permitted, and</li><li>• no changes to the agreed financial distribution can be made during implementation.</li></ul> <p>However, in duly justified and exceptional cases, involving objectively significant and substantiated changes in the context or scope of the assignment, a reallocation of budget between deliverables may be considered.</p>