



**NET
ZERO
CITIES**

NZC CESF Procurement RFP

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

Date: 30/07/2026

Authors: Luisa Carretti (Climate-KIC), Andres Fernandez (CKIC), Marta Arosio (Energy Cities), Carina Aschan (Viable Cities), Luciane Borges (Viable Cities) Anna Huttunen (Climate-KIC)

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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 Facilitate the Community of Practice of Cities in the Republic of Norway

Date: 30/07/2026

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	Expert Support to the community of practice of Cities in Norway
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: Norway Services will be delivered on-site at: Various cities in Norway Additionally, services will be provided remotely to: Norway
Climate-KIC Contract Manager for submitting proposals and inquiries	Luisa Carretti Shuva Thapa CESF@netzerocities.eu
Proposed contract term for successful candidates (expected)	21-25 September 2026 / 31 October 2027

Table 1: Procurement executive summary

1.2. Timelines

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

Planned Date*	Milestones
30/07/2026	RFP issued to bidders
14/07/2026	Deadline to submit questions/ Submission Deadline (23:59 CEST Time)
24/08/2026	Bidders submit proposals / Submission Deadline (23:59 CEST Time)
04/09/2026	Assessment results announcement (subject to finished evaluations and selection of a winner)
Expected: 21-25 September 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.

1.5. 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.

1.6. 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.

1.7. 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 to 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.

3. Specification

3.1. Background

NetZeroCities, through Special Grant Agreement 2 (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 country, 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.

Three Norwegian cities - Oslo, Trondheim, and Stavanger - are part of the EU Cities Mission, while Drammen was engaged in the Pilot Cities Programme Cohort 1. Many other cities in Norway are also working towards ambitious climate neutrality targets. Strengthening the community of practice that brings together Mission Cities and other committed cities accelerates cities’ progress towards climate neutrality, by creating a continuous process for sharing experiences, fostering collaboration, and building collective capacity. It is crucial to foster collaboration on climate neutrality between Norwegian cities to enable knowledge exchange and transfer of good practices in the same national context as well as to better connect the cities to the emerging national support structure for climate neutral cities. This support must be delivered in close collaboration with national partners, including CapaCITIES partners, to avoid duplication of efforts.

The support focus will be on strengthening multi-stakeholder collaboration and enhancing cities’ capacity to engage effectively with diverse stakeholders, including academia, businesses, investors, and civil society. This engagement is crucial for securing commitments to climate neutrality and driving concrete actions.

To consolidate ongoing efforts, this assignment is designed to establish a structured and continuous engagement process building on the work delivered between August 2025 and July 2026. These services, which will be contracted through this tender, are to be delivered by an individual or organization with deep expertise in the Norwegian national context and experience in convening stakeholders from local, regional and national governments. This approach ensures targeted support that directly addresses the objectives outlined in this Request for Proposals.

Finally, as part of this specific support, each country has a NetZeroCities partner responsible for coordinating and monitoring the work. In the case of Norway, this role is fulfilled by Viable Cities and supported by the NZC City Advisor appointed for Norway. A strong coordination between the selected provider, Viable Cities and the NetZeroCities team is requested alongside the whole contracting period.

3.2. Scope

In the context of the efforts of Norwegian cities within the EU Mission for 100 Climate-Neutral and Smart Cities, and specifically the opportunity identified to provide additional support to the community of cities working toward the Mission’s objectives within the Norway’s national ecosystem, NetZeroCities / Climate KIC is requesting a quotation for services from an organisation or individual able to operate within this national context. The role involves supporting teams from NetZeroCities, as relevant, to lead and facilitate the process described below.

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

1. Expert support, aimed at fostering radical collaboration between cities, increasing their capacity and strengthening cooperation within the community of practice of cities with national authorities, and different stakeholders within Norway.

The support will be directed towards cities that are already part of the Mission in Norway: Mission Cities, Pilot City, Twin Cities, cities participating in online discussion groups, and other interested cities wanting to achieve climate neutrality.

2. Organisation of two in-person annual “EU Mission Cities events” to support cities, promote co-implementation of projects and to enhance collaboration between cities, national and regional authorities, and other stakeholders.

The general objective of the described support is to enhance collaboration between cities in the same national context through the facilitation of training and peer-to-peer learning activities, the provision of specialized technical assistance, and other initiatives. Specifically, it aims to strengthen the community of practice for cities within the national platforms, creating collaborative spaces where Mission cities and other cities committed to decarbonization goals can receive support, work on common challenges, share learnings and make progress toward these objectives.

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

Additionally, this targeted support is intended as seed funding with the primary objective of maximising impact by strengthening collaborative networks within each country. Therefore, this initiative also aims to serve as kick-start and to encourage the continuity of funding once the support described in this procurement is completed.

The selected supplier will engage collaboratively with experts from the NetZeroCities consortium, and will create synergies with the cities and key stakeholders of the Norwegian national ecosystem. It is expected to build strong basis for a constructive and sustainable multi-level dialogue involving national and regional stakeholders, cities, policy makers, research centers etc. NetZeroCities representatives (who are resourced already and do not have to be represented in a financial offer) and Mission Cities are to be engaged on a day-to-day basis where needed, on baseline briefings, the overarching strategic approach within which this assignment takes place, as well as for sharing good practices/learning from other Mission and Mission-minded cities, where relevant.

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 must be able to demonstrate the following experience and capabilities:

Minimum Requirements:

- Fluency in Norwegian language (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.
- 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.
- Ability to propose systemic approaches to reach climate-neutrality and apply the mission-oriented innovation approach.

- Excellent understanding of policies and regulations at the intersection of energy / environment / transport / urban innovation and place-based development.
- Good understanding of governance systems and competencies relevant for climate neutrality across different levels of governance.

Desirable experience and capabilities:

- Good understanding of cities' challenges in achieving climate neutrality at the latest by 2050; direct connection to cities.
- Good understanding of the Mission approach.
- Good understanding of the 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.

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.
- Aligning 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.

Objectives		
Objective		Description
1	Increase collaboration between Norwegian cities, including Mission Cities, the Pilot City and other cities interested in advancing their climate neutrality work.	Three Norwegian cities - Oslo, Trondheim, and Stavanger - are part of the EU Cities Mission, while Drammen has engaged in the Pilot Cities Programme Cohort 1. Many other cities in Norway are also working towards ambitious climate neutrality targets. Strengthening the community of practice that brings together Mission Cities, the Pilot City, and other committed cities could accelerate cities' progress towards climate neutrality, by creating a continuous process for sharing experiences, fostering collaboration, and building collective capacity.
2	Support multi-level collaboration between local, regional and national authorities, as well as multi-stakeholder collaboration between public authorities, academia/research, the private sector and civil society.	To enhance collaboration across local, regional, and national authorities, systematic structures for dialogue and cooperation are crucial. This work contributes to the further development of the existing national platform aimed at addressing cities' barriers and accelerating climate neutrality initiatives as well as ensuring all relevant actors are involved. This includes promoting coherent national frameworks, improving coordination, and providing cities with the support needed to meet their climate neutrality goals. This support must be delivered in close collaboration with national partners, including CapaCITIES partners, to avoid duplication of efforts. Furthermore, the support must focus on strengthening multi-stakeholder collaboration and enhancing cities' capacity to engage effectively with diverse stakeholders, including academia, businesses, investors, and civil society. This engagement is crucial for securing commitments to climate neutrality and driving concrete actions.
3	Strengthen Norwegian cities' capacity to implement innovative climate action and the Cities Mission, following a holistic, transformative and systemic approach.	Trainings shall be organised to equip cities with practical skills and capacities essential for managing climate neutrality transitions. These must be tailored to the specific needs of cities and focus on fostering innovation, building cross sector partnerships, designing a portfolio of actions, and identifying funding and financing options. Supplier can additionally provide specific support to Mission Cities on agreed topics.

3.6. Services and Activities

3.6.1 General information

The following outline workplan defines the mandatory activities and expected outputs to be delivered under this assignment.

Bidders may propose their preferred methodology, sequencing of activities, stakeholder engagement approach and implementation arrangements, provided these remain within the boundaries of the scope of work and objectives defined in this RFP.

The Proposed Strategic Workplan submitted by bidders must therefore explain how the bidder intends to deliver the mandatory activities and objectives described in this document, including any methodological considerations considered relevant to the Norwegian national context.

3.6.2 Workplan: Mandatory Activities

To achieve the objectives stated in Section 3.5, the following activities must be carried out by the supplier in the 14-months period after the contract signature. All activities will be carried out in coordination with the NetZeroCities partner responsible for coordinating the work, in this case Viable Cities. For each activity, the listed Key Performance Indicators (KPIs) must be achieved.

Mandatory activities	
Activity 1. Organise two in-person EU Cities annual events	
According to objective: 1 and 2	
Description	The subcontractor will organise two in-person EU Mission Cities events during contract period to bring together the national ecosystem supporting cities in achieving climate neutrality. The event aims to include the three Mission Cities, other Norwegian cities interested in accelerating their climate neutrality efforts, national and regional public authorities, as well as representatives of the private sector, academia / research and civil society. The event will serve as a platform to raise awareness about the Cities Mission and the work of the Norwegian Mission Cities, align efforts across different levels of government within the Norwegian context to achieve the Mission's objectives, and foster cross-sector collaboration among stakeholders to accelerate cities' progress toward climate neutrality. The event can be held alongside another major national conference and must be organised in collaboration with the Ministry of Local Government and Regional Development, Design and Architecture Norway (DOGA) and NetZeroCities, as well as other relevant partners. Close collaboration with CapaCITIES is integral to organising these events. However, the objective is to ensure that the allocated resources are used to create a new event that complements, rather than duplicates, existing or planned events by these initiatives. Proper coordination with CapaCITIES is crucial to ensure their active participation and to guarantee that all events are complementary and mutually reinforcing.
Participating Stakeholders	Cities (Mission Cities, Pilot City, other interested cities); the Ministry of Local Government and Regional Development as well as other relevant national ministries and agencies; Design and Architecture Norway; regional authorities; private sector actors; academia/research; and civil society organisations
KPI	• At least 50 participants join the events. • Representatives of at least twelve Norwegian cities join the event. • At least ten other national or regional stakeholders join the event.
Activity 2. Support a community of practice for cities, and design and deliver a Mission-oriented capacity-building programme for cities	
According to objective: 1 and 3	

Description	The subcontractor will collaborate with Design and Architecture Norway (DOGA) to build upon existing collaborative structures among the three Mission Cities and other Norwegian cities and support the establishment of a community of practice that fosters radical collaboration among cities. The community of practice will foster collaboration, information sharing, and the exchange of ideas, experiences, lessons learned and best practices between the participating cities. Additionally, the community of practice will enable concrete opportunities for cooperation, such as multi-city pilot projects, and serve as a unified voice for cities when engaging with other levels of government and stakeholders. This could take the form of joint statements, policy advocacy, and coordinated requests for support. The community of practice will be introduced to the Mission Portal, granting access to the comprehensive resource repository that includes tools, case studies, and best practices. Furthermore, cities will benefit from the Portal's communication channels, enabling collaboration and knowledge exchange with other cities. The subcontractor will also design and implement a programme for local authorities aimed at strengthening their capacity to accelerate climate neutrality efforts and adopt Mission-oriented approaches. The training sessions within the programme shall be practical, tailored to the specific needs of cities, and support the development of concrete skills and capacities within local administrations. The subcontractor may collaborate with various organisations or initiatives, such as national stakeholders or the Covenant of Mayors, to address specific topics effectively. The subcontractor will detail in their offer how the proposed activities will complement existing initiatives, enhance the impact of ongoing efforts, and avoid duplication, both in terms of approaches and topics.
Participating Stakeholders	Cities (Mission Cities, City, other interested cities); Design and Architecture Norway.
Formats	The described sessions and activities may be delivered in three formats: • Joint sessions that bring together both groups: cities already involved in the Mission and other interested cities aiming to achieve climate neutrality. • Sessions for cities already involved in the Mission, i.e., Mission Cities, Pilot City, and those participating in the Twinning City Programme in Norway. • Exclusive sessions for other interested cities working towards climate neutrality. While the joint format is preferred whenever feasible, the choice of format will be guided by the content and objectives of each specific session to ensure that the sessions achieve tangible progress on issues relevant to cities with shared needs.
KPI	• At least ten Norwegian cities join the community of practice in during contract period • At least two meetings with the community of practice are organised during contract period • At least three training sessions are delivered to the community of practice in 2026/27
Activity 3. Support a multi-stakeholder and multi-level community	
According to objective: 2	

Description	Together with the Norwegian partner in the CapaCITIES project, a multi-stakeholder and multi-level community will be promoted, bringing together cities, regional public authorities, relevant national ministries, private sector representatives, academia, research institutions and civil society, with the aim to support cities in achieving climate neutrality. This national community will foster information sharing, open dialogue, alignment of strategies, narratives and objectives, collaborative problem-solving and cooperation among all participants. The subcontractor is expected to work closely with the Norwegian CapaCITIES partner and other national actors to establish the structure and approach for the community, leveraging existing efforts. Additionally, the subcontractor will contribute to shaping the agenda for meetings, ensuring it aligns with the needs of cities identified through the community of practice activities, while ensuring the participation of all interested Norwegian cities and the alignment with other relevant NetZeroCities activities and Cities Mission developments.
Participating Stakeholders	Cities (Mission Cities, Pilot City, other interested cities); the Ministry of Local Government and Regional Development as well as other relevant national ministries and agencies; Design and Architecture Norway; regional authorities; private sector actors; academia/research; and civil society organisations.
KPI	• At least one meeting is organised with the national community in during contract period. • Representatives from at least ten Norwegian cities join the national community meeting.

3.7. Deliverables

The following deliverables are requested:

Deliverable 1: Detailed Workplan

At the start of the contract, the awarded organization will be required to deliver:

A detailed workplan aimed at precisely establishing the activities that will take place during the contract period. The Workplan will include: 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.

To be submitted in Month 2 (M2) of the contract start date.

Deliverable 2: Final Report

At the conclusion of the contract, the awarded organization will deliver a comprehensive Final Report. This report will provide a detailed account of the outcomes of the activities and services delivered during the support period, as well as the progress achieved in relation to the baseline situation documented in the Baseline Report. The report will aim to assess the advancements made, evaluate the effectiveness of the actions taken, and propose strategic next steps to further strengthen both the Community of Practice among local governments and the national platform.

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 has to be provided regarding the achievement of the KPIs (list of attendees, agendas, pictures, etc.). A survey (proposed

by NZC) addressed to participants to events, and to the capacity-building program, to assess their satisfaction and gather suggestions has to be included in annex of the report, as well as any materials developed (concept note, advocacy note, materials for capacity building sessions, etc.). Furthermore, the report will reflect 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 Month 14 (M14) of the contract start date.

Deliverable 3: NZC CESF Delivery Report

Requirements:

Upon completion of the delivery of support, the appointed provider must submit the NZC CESF Delivery Report. It must serve as a brief but comprehensive report summarizing the entire process, outcomes and learnings, and any identified follow-on actions, next steps and/or deployment of/connectivity to NetZeroCities and Mission Platform services and offers

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

To be submitted in Month 14 (M14) of the contract start date.

3.8. Indicative Budget

All tasks are defined to be performed in time period of 14 months.

The total quotation must not exceed **48.000 EUR (excluding VAT)**. Within this ceiling, a maximum amount of **10.000 EUR (excluding VAT)** is allocated to event-related logistics, including but not limited to catering, venue rental, and related expenses.

Bidders are required to submit one single consolidated financial offer covering:

- Professional fees related to the delivery of the services described in this Request for Proposal;
- Event-related costs associated with the organisation of the EU Cities Mission events.

Event-related costs are expected to be incurred directly by the selected supplier and subsequently re-invoiced to Climate-KIC. Local VAT applicable to event-related costs shall be quoted separately and in addition to the above ceiling, in accordance with the VAT and invoicing rules set out in the quotation requirements.

Professional fees shall be invoiced in accordance with the applicable reverse-charge mechanism for cross-border services invoiced to Climate-KIC in the Netherlands.

3.9. Eligibility

Climate-KIC reserves 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

Table 4 - Example scoring methodology for price lots

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

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.
5. The proposal must be submitted in EURO;
6. The proposal must be submitted using the PDF file format

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 EURO, detailing all applicable costs related to the assignment. The bidders must submit one single consolidated financial offer, which includes:
 - Professional fees (Covering all personnel, expert consultancy services, background research, content design, facilitation, and general administrative overheads.); and
 - Event-related costs (venue, catering, logistics etc.) strictly tied to the mandatory in-person EU Cities Mission Events;

Even though these two components must be clearly separated in the quotation, they should still form part of one overall offer amount.

2. Tax and AT Disclosures - To enable Climate-KIC to assess the financial and tax implications of your bid, the financial proposal must explicitly specify:
 - Whether prices are inclusive or exclusive of VAT;
 - Whether the cross-border reverse charge mechanism is expected to apply to the professional service fees;

- The explicit local VAT rate percentage and estimated VAT amount applicable to the event-related logistical costs;
- Bidders who **do not intend** to charge VAT on professional fees must briefly confirm that the reverse charge mechanism applies and provide the regulatory reference (e.g., intra-EU B2B supply of services under Article 196 of the EU VAT Directive);
- Bidders who **do intend** to charge VAT must specify their national VAT rate and provide a clear legal justification as to why the reverse charge mechanism does not apply under their local jurisdiction;
- Costs must be clearly separated between professional service fees and event-related costs;

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 Quotation Table: Suppliers must provide a **main quotation table, which constitutes the primary financial basis for evaluation, ranking and comparison of bids**. The Main Quotation Table shall summarize all Deliverables listed in Section 3/ 3.5 and shall clearly distinguish between professional service fees and event-related costs, in accordance with the Point 2 of this section "*Quotation Requirements*".

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

- Deliverable number-name;
- Cost category (Professional service fees / Event-related costs);

At the end of the table, suppliers must include the following totals:

- Total professional service fees (excl. VAT)
- Total event-related costs (excl. VAT)
- VAT Rate – percentage rate applicable (if any)
- VAT Amount (if any)
- Overall total (excl. VAT) – sum of professional service fees + event-related costs
- Overall total (incl. VAT) – sum of professional service fees + event-related costs

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: Bidders shall provide a comprehensive **rate card** listing every personnel category/role, expert profile, assigned to the project.

Blended, generalized, or averaged day-rates are strictly prohibited. If the bidder's internal system utilizes hourly tracking, rates must be converted into standard daily rates using the binding conversion formula: 1 Working Day = 8 Hours. All rates must remain fixed for the entire contract duration.

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: Bidders must submit a monthly Resource Plan showing the exact distribution of effort across the project lifecycle. This matrix ensures complete mathematical traceability between the personnel rates, the months of execution and the Deliverables subtotals listed in Table 5.

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

- The **deliverable(s)** planned for that period (as listed in Section 3/3.5),
- 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 totaling the days and cost per role, as well as overall totals per deliverable.

Required columns for Table 7:

- Month / Phase
- Deliverable Number/Name (ref. Section 3/3.5)
- 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: Travel and accommodation expenses for this assignment are expected to be minimal and must be factored into the main quotation table under its dedicated line. Bidders must estimate and encapsulate all national and international transit costs required to execute the mandate.
 - Non-Billable Time: Actual time spent traveling is strictly non-billable and cannot be recorded as worked days in Table 7.
 - Event Travel Alignment: Any travel or subsistence costs directly incurred by speakers, city representatives, or staff specifically for the two in-person events must be categorized under Event-Related Costs for budgeting, invoicing, and VAT isolation purposes.
7. Quotation Submission
 - a. Financial proposals must be submitted on official company letterhead (or formal organizational document for legal entities), drafted entirely in English, and uploaded exclusively in secure PDF format. The document must clearly display the organization's full legal name, registered operating address, valid VAT/Tax identification number, submission date, and the signature of an authorized representative.
 - b. All quoted prices must remain valid and binding for a minimum period of 90 calendar days from the tender closing deadline.
 - c. 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.
 - d. 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 city c) Involvement in previous or ongoing projects funded or coordinated by the city d) Participation in governance, technical, or advisory bodies.

Table 5: Example – Main Quotation Table

Deliverable Number/Name	Cost Category	Subtotal – Excluding VAT (EUR)	VAT Rate - %	VAT Amount (EUR)
D1 – Inception Report	Professional service fees	10,100	N/A	0
D2 – Final Report	Professional service fees	15,800	N/A	0
D2 - Event Logistics – annual meeting	Event-related costs	2,500	21%	525
TOTALS				
Total professional service fees (excl. VAT)		25,900		
Total event-related costs (excl. VAT)		2,500		
Total VAT on event-related costs		525		
Overall Total (excl. VAT)		28,400		
Overall Total (incl. VAT)		28,925		

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 – Inception Report	Project Manager	5	900	4,500
Month 1	D1 – Inception Report	Technical Expert	8	700	5,600
Month 2	D2 – Event Logistics – annual meeting	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 1.2.
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.
18. Following notification of the procurement outcome, Climate-KIC will observe a standstill period of five (5) calendar days before entering into the contract with the successful bidder. During this period, unsuccessful bidders may submit a written request for clarification regarding the evaluation outcome or request a review of the evaluation process where they consider that the procurement procedure has not been conducted in accordance with the provisions of this Request for Proposal. Any such request must be submitted in writing within the standstill period to the CESF Contract Manager, Luisa Carretti, by email at CESF@netzerocities.eu. Climate-KIC will consider all requests received before proceeding with contract signature. Upon expiry of the standstill period and provided that no outstanding review requests remain under consideration, Climate-KIC may proceed with the contract award and execution.