



NZC CESF Procurement RFP

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

NZC-PCP1-004-Lahti

Date: 04 December 2024

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Abbreviations and acronyms

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

Request for Proposal

For: Process planning, facilitation and managing change services for Lahti

Date: 04 December 2024

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	Support for the City of Lahti in process planning, facilitation and managing change to accelerate the transition to carbon neutrality
The legal entity requesting these goods and/or services	Climate-KIC Holding B.V.
Services and/or goods will be delivered to the following locations	Services will be delivered remotely to the following locations: <ul style="list-style-type: none"> Lahti Some onsite services may be required at: <ul style="list-style-type: none"> Lahti (Finland)
Climate-KIC Contract Manager for submitting proposals and inquiries	Radka Reil & Mateusz Hoffmann CESF Manager CESF@netzerocities.eu
Proposed contract term for successful candidates	6 months

Table 1: Procurement executive summary

1.2 Timelines

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

Planned Date*	Milestones
04 December 2024	RFP issued to bidders
17 December 2024	Deadline to submit questions
08 January 2025 (23:59:59 CET)	Bidders submit proposals / Submission Deadline
Expected by 20 January 2025	Assessment results announcement (subject to finished evaluations and selection of a winner)
Expected 01 February 2025	Proposed contract start date

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

Table 2: Timeline table

Should you have any inquiries regarding the Request for Proposal (RFP), please submit them via email to CESF@netzerocities.eu by the deadline specified in the table at Section 1.2. Responses to your

inquiries will be provided via email within five working days. To proceed, please submit a proposal following the requirements at Section 6 by the Submission Deadline stated at Section 1.2. Climate-KIC will assess bids and notify bidders following the timeline at Section 1.2.

1.3 About Climate-KIC

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

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

1.4 About NetZeroCities

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

1.4.1 NZC Climate City Contracts (CCC)

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

1.4.2 NZC Pilot Cities Programme

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

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 Holding B.V. or relevant subsidiary (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

NZC / Climate-KIC are requesting quotation for support to the City of Lahti in process planning, facilitation and managing change to accelerate the transition to carbon neutrality.

Lahti is an EU Mission Label city in Southern Finland with a population of 120,000. The city has been at the forefront of efforts to achieve climate neutrality in Finland and is also among a number of other European cities leading the way in this field. The importance of climate neutrality has been integrated into various city strategies and has the strong support of decision-makers, including the City Council.

In its [Climate City Contract](#), Lahti has highlighted its main climate related goals, including to:

1. Achieve carbon neutrality by 2025 by reducing production-related emissions by 80% compared to 1990 and binding the remaining 20% to carbon sinks and offsets,
2. Reduce its consumption-based emissions by 50% by 2030 compared to 2005.

While Lahti has made significant progress in reducing its Scope 1 and 2 emissions, with a 64% reduction since 1990, largely through the phase-out of charcoal use in the district heating sector in 2019, the 2025 target will not be met.

Nevertheless, there is a strong backing for sustainability work from the city's leadership and city council, and Service areas have experts who understand their roles in sustainability efforts and advance them to the best of their ability.

3.2 Objectives

In autumn 2024 Lahti has abandoned the 2025 target as unrealistic and aims to be climate neutral as soon as possible, with year 2028 looking realistic. For a final spurt to reach the climate neutrality Lahti is seeking to define and agree upon ambitious but realistic sector-level targets, especially in the sectors of road-traffic, machinery (IPPU), and land use. In the city organisation climate work is coordinated in the department of economic growth, whereas the department of urban environment is mostly responsible for implementation of actions in the these emission sectors, Hence, the commitment of management and leadership of the department of urban environment is critical for meeting the climate neutrality goal. To this end, the city is looking to engage the services of a Finnish-speaking consultant or consulting firm (the Supplier) for a six-month contract.

The primary goal of this assignment is to secure the commitment of management and leadership, relevant to the above-named emission sectors, to strategic sector-level targets and required actions that will lead to climate neutrality. This will be achieved by increasing the involvement of key decision-makers and management in the process.

The Supplier should support Lahti in a number of areas, including

- process planning and meeting support,
- active collaboration and engagement, on-boarding and coaching of stakeholders,
- organisation of feedback processes, and
- monitoring and evaluation aligned to existing systems/processes.

Overall, the consultant's role is to provide expert guidance, foster collaboration, and ensure that the city's efforts are strategically aligned, well-coordinated, and resilient in the face of challenges.

3.3 Detailed scope of work

The assignment is divided into 4 tasks:

- Task 1. Inception phase
- Task 2. Support in internal collaboration
- Task 3. Support in process planning for and production of a strategic paper for the critical emission sectors, with goals and actions, and plan for transition management
- Task 4. Support in aligning feedback, monitoring and evaluation processes to existing systems

Task 1. Inception phase

Upon the commencement of the works, the supplier should immediately begin the inception phase of the project with the objective of defining the existing situation. In order to achieve this, the contractor should perform a number of sub-tasks, including:

Subtask 1.1. Prepare an overview of the current structure of the municipality, including the roles and responsibilities of relevant departments, established meetings, procedures and decision-making structures, their internal communication methods and decision-making strategies. This would include interviews with key stakeholders identified with/by the city.

Subtask 1.2. Based on the findings of the desk research and interviews conducted, identify any potential gaps including in the human resources and capabilities.

Subtask 1.3. Prepare and perform an inception workshop to present the findings and collect feedback.

Task 2. Support in internal collaboration

The supplier should engage in regular dialogue with relevant managers/directors as well as decision makers with the objective of aligning agreements on targets, measures and goals for climate neutrality.

Subtask 2.1. Participate in monthly meetings with the relevant managerial boards. These meetings should include discussions around targets, measures and goals, with the aim of reaching agreements.

Subtask 2.2. Timely meetings (cadence to be agreed with/by with the city) with the city's Transition team and overall city managerial board during the assignment, and the organisation and facilitation of a workshop with the aim to integrate agreements around targets, measures and goals with financial and budget planning of the city.

Task 3. Support in production of a strategic paper for the most relevant emission sectors, with goals and actions, and a plan for transition management

On the basis of the inception phase and stakeholder dialogues, the contractor will:

Subtask 3.1. Support the definition and production of a strategic paper for the critical emission sectors with goals and actions, with clear and realistic goals to achieve climate neutrality.

The roadmap should at least include:

1. Clear objectives and goals for the achieving climate neutrality to support the implementation of already existing plans such as the master plan, SUMP and climate action plan and to inform and to be partially integrated into the further updates of the climate action plan.
2. Detailed measures for each goal supporting to reach the climate neutrality objectives. Measures should be prioritised based on their importance with clear implementation timetable and budgetary considerations.
3. Based on the assessment of human resources and capabilities, roadmap should define resources required for the implementation of the measures with the clear roles and responsibilities.
4. Clear decision-making processes with focus on ensuring that emission calculations, scenario analysis as well as collection and analysis of respective key data is included in the decision-making processes.

Subtask 3.2. Host at least two workshops to be conducted during the preparation of the roadmap. The first one should be conducted before the finalisation of the draft roadmap with

the aim to collect intermediary feedback from the stakeholders. The second workshop should be conducted once the draft roadmap is finalised with the aim to discuss with respective stakeholders and achieve agreements. The second workshop should also take in as inputs the impact assessments per sector, as relevant, that will be procured and produced separately.

Within this task, and to facilitate a seamless transition, the contractor will collaborate with the city administration on change management initiatives. These sub-tasks should at least consist of:

Subtask 3.3. Provide support in establishing a transparent working structure with clearly defined resources and responsibilities and implement agile working processes to facilitate the seamless integration of potential new leaders as well as daily work processes.

Subtask 3.4. Provide assistance in establishing external communication processes with the objective of reaching a diverse range of political groups and other key stakeholders and securing their support in shift to carbon neutrality.

Task 4. Support in setting up and aligning feedback, monitoring and evaluation

The supplier should deliver a monitoring and evaluation plan and associated process support that is aligned to existing tools/systems and current practices.

Subtask 4.1 Establish regular review points and feedback loops adapted to administrative processes.

Subtask 4.2 Align a monitoring and evaluation plan with defined (existing/current) tools and a robust progress tracking mechanism. This should be done throughout the implementation of measures and goals, and it should also ensure that adjustments can be made when necessary.

All tasks are defined to be performed in time period of 6 months with maximum 100 person days' work. Estimation of person-days per task are provided below and can be adjusted based on the assignment progress and changing city needs.

Task	# of person days
Task 1 - Inception Phase	15
Task 2 - Support in internal collaboration	25
Task 3 - Support in process planning for and production of a strategic paper for the urban environment, with goals and actions, and a plan for transition management	45
Task 4 - Support in setting up and aligning feedback, monitoring and evaluation	15
Total	100

The services outlined above will start in February 2025 and should be delivered to meet the following milestones/timeframes:

Milestone	Time frame
Finalisation of Task 1	Months 1 to 2
Finalisation of Task 2	Months 2 to 6
Finalisation of Task 3	Months 3 to 4
Finalisation of Task 4	Months 4 to 6

3.4 Required Experience and Capabilities

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

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

- Experience in urban transport and land use planning is essential
- Experience in process planning and designing, esp. developing a roadmap for aligning municipality sustainability objectives with realistic timelines, budgetary considerations, and resource availability; facilitating the integration of emission calculations, scenario analysis, and key data into municipality decision-making processes; and ensuring that the process is adaptable to potential political shifts and leadership changes.
- Experience and proven facilitation skills, change and stakeholder engagement skills, incl. high-level municipality stakeholders, political and administrative leadership convening. Providing targeted support to ensure smooth onboarding of new leaders, aligning their roles and responsibilities with the city's sustainability goals. Offering coaching and guidance to key decision-makers and department heads, fostering a culture of collaboration and commitment despite political polarization. Helping to communicate and frame the goals in a way that resonates with different political groups, increasing overall support.
- Experience in or knowledge of monitoring, evaluation and learning methods, such as setting up regular review points and feedback loops while allowing flexibility to adapt to changes in the financial or political landscape; ensuring that emission calculations and scenario analysis remain integral to decision-making, enabling informed and data-driven adjustments.
- Written and spoken local language competency in **Finnish**.

Overall, the supplier's role is to provide expert guidance, foster collaboration, and ensure that the city's efforts are strategically aligned, well-coordinated, and resilient in the face of challenges. The supplier could provide additional experts for the assignment without increasing the total man dates allocated for the task.

3.5 Methodology

The Supplier is asked to adopt a suitable and professionally accepted methodology to deliver the services.

Therefore, it is recommended for the supplier to describe:

- Detailed methodological approach that covers all tasks with responsibilities and a defined timeline.
- Detailed approaches for structuring the work.
- Detailed approaches for workshops and interviews to be delivered.
- Detailed risks and risk mitigation measures.

The Supplier is asked to provide with the offer:

- at least three references of similar assignments, with a particular focus on the support provided to the public sector.
- CVs of experts.

3.6 Deliverables

The following deliverables are requested:

Deliverable 1: Inception Report after the inception phase to layout out the action plan of the assignment and any deviations from the work plan agreed with the client (5-8 pages max, Month 2).

Deliverable 2: Strategy paper ("Countdown to climate neutrality") describing the pathway for working machines, transport, and carbon sinks/nature-based solutions, including strategic milestones and key measures for climate neutrality including monitoring and evaluation system (10-15 pages max.) that should inform and could be partially integrated into the further climate action plan updates and other strategic planning documents.

Deliverable 3: City Expert Support Facility - CESF Delivery Report

Upon completion of the delivery of support, the appointed provider must submit the CESF Delivery Report. This report should be validated by the city in receipt of the support, as described

in the Assignment contracted. It should serve as a brief but comprehensive report summarizing the entire process, outcomes and learnings, and any identified follow-on actions, next steps and/or deployment of/connectivity to NetZeroCities and Mission Platform services and offers. In addition to that, all presentations and handouts used for workshops and trainings should be submitted to the client.

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.

3.7 Eligibility

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

- Has insufficient technical, professional or financial capacity to deliver the services.
- Has been bankrupt or insolvent (last 7 years)
- Is sanctioned by a relevant authority
- Does not comply or has previously not complied with our [Ethical Standards for Contractual Counterparties](#)
- Has been convicted of crime, links to terrorism, breach of tax or social security obligations
- Is an individual prior employee of Climate-KIC or group entity (discretionary basis)
- Will continue to be a full-time employee of an EIT grant recipient or Climate-KIC partner during the contract term (discretionary basis)

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

3.8 Sustainability

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

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

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

4 Contracting (third parties)

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

4.1 Payment & Invoicing

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

4.2 Contract Management

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

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

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

5 Award Criteria

5.1 Evaluation across quality criteria

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

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

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

Table 3 - Quality Criteria scoring table

5.2 Evaluation Criteria

5.2.1 Expertise / Experience (30%)

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

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

5.2.2 Capacity to Deliver (30%)

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

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

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

5.2.3 Price Criteria (40%)

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

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

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

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

Table 4 - Example scoring methodology for price lots

6 Instruction to Bidders

6.1 Responding with your proposal

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

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

Climate-KIC reserves the right to reject RFP responses that do not confirm with these guidelines. All responses shall be made to the Contract Manager (refer Section 1.1) via electronic copy, at CESF@netzerocities.eu

6.2 Quotation requirements

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

- Please provide itemised quotations in Euros and specify if the quote includes / excludes VAT or any other taxes;
- Provide a rate card for relevant grades of employment that will be conducting services (e.g. day rate) instead of averaged rates. These may be used for additional services.
- The quotation is requested to include a month by month resource plan with resolution on role title, days and day rates to reach a total proposed labour cost. Please refer Table 5 as an example.
- For External Suppliers (Non-NZC Consortium): Travel and subsistence for these services are strictly limited. Domestic travel and subsistence will not be reimbursed unless agreed in advance and in writing with Climate-KIC. If you require international transport and/or accommodation, please make this clear and estimate costs in your quotation. Time for travel will not be billable hours.
- Include all applicable costs or charges associated with providing the goods and/or services in your quotation.
- Please quote on a company letterhead or similar company form where possible with the resolution described in Table 5 at a minimum. Where a resource plan can be provided or explicitly requested, please refer the example in Table 6.

Table 5: Provided quotations to include the following details

Item and unit cost (in Euros excluding VAT)
Services ... as per Section 3
Deliverable 1 of ... as per Section 3.6
Deliverable 2 of ... as per Section 3.6
Deliverable 3 of ... as per Section 3.6
License fees (per user per month/annum, and in aggregate) if applicable
TOTAL (if applicable)
Rate card for services (per day/hour, in Euros excluding VAT):

Item and unit cost (in Euros excluding VAT)
Assistant – XX / day
Officer – XX / day
Specialist - XX / day
Project coordinator – XX / day
Consultant – XX/day
Principal consultant – XX/day
Partner – XX/day
...

Table 6: Example resource-based quotation for proposed labour

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

6.3 Terms of this RFP

- Your proposal should be submitted according to the instructions as detailed in this section and should be valid for a period of at least six (6) months from the bid due date. Any proposal submitted outside the scope defined may be rejected without provision for re-submission.
- Any further information pertaining to this RFP, of whatever nature, must be directed to the Contract Manager detailed in Section 1.1. If a point of clarification materially affects the RFP, our response will be circulated to all bidders, otherwise the response will only be sent to the bidder seeking clarification.
- If any doubt exists concerning any element of this RFP, a clear statement should be made on the assumptions taken to arrive at your quoted costs, or alternatively contact us prior to submitting your proposal to seek clarification.
- Entering into contractual arrangements with Climate-KIC in connection with this RFP does not guarantee work will be awarded.
- Climate-KIC/GARAC reserves the right to reject any proposal(s) received after the submission date/time.
- Climate-KIC/GARAC reserves the right to undertake post-bid negotiations with none, all or a shortlist of bidders.
- 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.
- 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.
- 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.
- As per above and where applicable, bidders must acknowledge receipt of this RFP by return email to the Contract Manager detailed in Section 1.1 confirming whether they intend to submit a proposal by the Submission Deadline.

11. This RFP does not commit or obligate any Climate-KIC company to pay any expenses incurred by you in the preparation of your Proposal. All such expenses are solely at the risk of the bidder and by submitting a proposal you automatically agree that proposal becomes the property of Climate-KIC.
12. Proposals are to be kept as clear and concise as possible and should be sequenced and numbered in accordance with the format of this RFP.
13. The formatting of this document and the attached response document should not be altered.
14. Whilst this RFP confers no legal rights on its addressees, it is not intended that any other persons acquire rights or obligations in respect of or arising under it.
15. Unsuccessful bidders agree, by the submission of their proposals, to return to Climate-KIC this RFP and any and all papers, records, data and materials supplied to them in connection with it, including all copies made by them.
16. This RFP is for consideration in whole and not in part or parts unless otherwise indicated.
17. All efforts have been made to ensure the accuracy and validity of information contained in this RFP. However, Climate-KIC does not warrant the information accurate or comprehensive.