



NZC CESF Procurement RFP

**Strengthening internal and external governance structures,
and building capacity for climate action implementation:
The Initiation of an Energy and Climate Desk in the City of
Bergamo**

NZC-PCP1-013-Bergamo

Date: 30 April 2025 (updated 20.05.2025)

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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

Summary

This document is to be used to launch a procurement for expert support to be provided against the specification provided herein. The template relates to both calls for NZC Partners (internal) and external third parties (external) to deliver the given support and provides 'delete as applicable' content to align the procurement Route 1 or Route 2, according to the NZC CESF Procurement Procedure.

Request for Proposal

For: Strengthening internal and external governance structures, and building capacity for climate action implementation: The Initiation of an Energy and Climate Desk in the City of Bergamo

Date: 30 April 2025 (**updated: 20 May 2025**)

Update (20 May):

- A document with responses to questions from interested parties has been added as an annex to this RfP.
- Compliance requirements for the website were added to point 3.2.1.4
- The deadline to submit proposals has been extended to May 28

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 strengthen internal and external governance structures, and build capacity for climate action implementation, through enhancing interdepartmental coordination, designing frameworks with assigned responsibilities, and fostering a more integrated Mission delivery ecosystem. A key outcome of this assignment will be the development and activation of an Energy and Climate Desk, which will serve as one of the outputs of the wider governance enhancement process.
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: <ul style="list-style-type: none"> • Bergamo, Italy Some onsite services may be required at: <ul style="list-style-type: none"> • Bergamo, Italy
Climate-KIC Contract Manager for submitting proposals and inquiries	Luisa Carretti CESF Coordinator CESF@netzerocities.eu
Proposed contract term for successful candidates	12 months

Table 1: Procurement executive summary

1.2 Timelines

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

Planned Date*	Milestones
30 April 2025	RFP issued to bidders
16 May 2025, 17.00 CEST	Deadline to submit questions
23 May 2025, 23:59 CEST 28 May 2025, 23:59 CEST	Bidders submit proposals / Submission Deadline
End May early June 2025	Assessment results announcement (subject to finished evaluations and selection of a winner)

Planned Date*	Milestones
Expected Mid-June 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 above. We aim to respond in a timely manner wherever possible. To proceed, please submit a proposal following the requirements at Section 6 by the Submission Deadline stated at Section 1.2. NetZeroCities team will assess bids and notify bidders following the timeline at Section 1.2.

1.3 About Climate-KIC

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

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

1.4 About NetZeroCities

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

1.4.1 NZC Climate City Contracts (CCC)

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

1.4.2 NZC Pilot Cities Programme

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

2 Confidentiality

All information provided in this Request for Proposal (hereinafter “RFP”) document and any information that may be subsequently disclosed during discussions, correspondence, and negotiations, is confidential and must not be disclosed to any other party or used for any other purpose whatsoever without the prior written permission of Climate-KIC (hereinafter “Climate-KIC”).

The Supplier must not disclose any such information, materials, specifications, or other documents to any third parties or to any other part of the Supplier’s group or use them for any purpose other than for the preparation and submission of a response to this RFP. The Supplier must not make any press announcements or publicise in any way Climate-KIC’s name, this document, the quotation process or any subsequent agreement without the prior written consent of Climate-KIC.

Climate-KIC may require the execution of Non-Disclosure Agreement as part of this RFP or for future commercial engagements. As part of preparation for the submission of the response and in any subsequent negotiations, the Supplier is allowed to disclose confidential information to others within the Supplier organisation, external advisors, or subcontractors, provided that the confidentiality conditions are adhered to.

Employees of either party who have access to confidential information must be notified of their obligations with regard to confidentiality and of the disciplinary proceedings which will result if confidentiality conditions are breached.

The scoring information (includes price) and the successful proposal will be shared with the City that is the beneficiary of the contract prior to contract execution. The unsuccessful proposals may also be shared with the city for feedback. Please make Climate-KIC aware if there are any potential issues with the dissemination of your proposal for the purposes of informing the city of the outcome.

3 Specification

3.1 Background

The Climate City Contract (CCC) strategy of the City of Bergamo outlines a pathway towards climate neutrality, including the electrification of the tertiary and residential sectors through increased adoption of Renewable Energy Systems (RES) and heat pumps to replace conventional heating systems. According to the Regional Energy, Environment and Climate Programme (PREAC) estimations, this shift would generate savings of approximately 69.000 MWh/a in natural gas (methane) and other fossil energy sources, while increasing electricity consumption by about 23.000 MWh/a. The estimated CO₂ emission reductions through the electrification strategy in the Tertiary sector comes to 5.633 tCO₂eq/annum and 1.896 tCO₂eq/year in the residential sector. Moreover, the estimated potential saving given to photovoltaic installations, in terms of tonnes of CO₂eq, comes to 59.514 tCO₂eq/a (ref. Bergamo Action Plan).

To enable this energy transition, the city recognizes the importance of enhancing both internal coordination mechanisms and external stakeholder engagement frameworks. Current barriers include siloed departmental structures and limited interdepartmental collaboration, as well as insufficient mechanisms for continuous stakeholder dialogue across the urban ecosystem.

In response, the Municipality of Bergamo has decided to foster a broader governance enhancement process, aiming to strengthen interdepartmental coordination, define roles and responsibilities, and ensure more systemic delivery of the CCC. As a tangible first output of this effort, the city will establish an "Energy and Climate Desk" that will act as a driver for enhanced communication, coordination, stakeholder engagement, awareness raising and capacity/capability building. This desk will be supported by a business model to ensure its long-term operation and integration into city structures.

Many other Italian Mission Cities have already implemented Energy Desks (or similar service) that provide consultation/information expertise on energy topics to citizens, private sector stakeholders, condominium administrators and technicians. Bergamo wants to build such a service, but also use it as a launchpad for strengthening internal and external governance. This effort is not only about setting up the desk, but also about embedding it within a more strategic framework for internal and external collaboration.

3.2 Scope

Net Zero Cities (NZC) / Climate-KIC are requesting quotations for expert support to the City of Bergamo, Italy, to strengthen internal and external governance structures, and build capacity for climate action implementation. This includes support for enhancing interdepartmental coordination, designing frameworks with assigned responsibilities, and fostering a more integrated Mission delivery ecosystem. A key outcome of this assignment will be the development and activation of an Energy and Climate Desk, which will serve as one of the outputs of the wider governance enhancement process.

The support of this project will allow the Municipality of Bergamo to deepen the understanding and ownership of climate and energy efforts/issues among the private sector, municipal staff and citizens. The support will also help the municipality to subsequently build a more articulated One Stop Shop, with more tailor-made activities for the territory and building on the CCC's stakeholder engagement efforts. This support is also connected with on-going support, being delivered by [RENAEL](#) in collaboration with Padova and the other Italian Mission Cities, focussed on designing feasible business and financial models for Energy Desks/One-Stop-Shops.

This support will also build strong synergies between the Energy and Climate Desk activities, on one hand, and the energy and climate management tasks of the Municipality on the other.

The main goals of this support are:

- Build and position the Energy and Climate Desk as a replicable governance and service delivery model to be scaled within the municipality.
- Increase cooperation across municipal departments on climate change and energy issues.
- Increase technical knowledge of climate topics among municipal staff, private stakeholders and citizens, thereby facilitating climate action among all parties.
- Strengthen relations and collaboration between the private and the public sector.
- Build greater awareness of the impact and co-benefits of actions on climate neutrality.
- Increase awareness of the CCC and the efforts the Municipality is making towards climate neutrality.
- Build greater citizen involvement and engagement in the Mission.
- Strengthen the city's ability to activate and sustain long-term action aligned with CCC objectives and Mission ambitions.

3.2.1 Key components / tasks of the support

The selected expert supplier (Expert Supplier) will provide the following services to the City of Bergamo:

1. Strategic Governance

The Expert Supplier will work with the Municipality to design and implement a governance framework supporting sustainable deployment of the Mission. As a foundational step, this will involve setting up the Energy and Climate Desk to be established as both an “online” and a “de-visu” service. This includes setting up and initially staffing the Energy and Climate Desk (2 hours/day, twice a week), integrating it into the broader CCC ecosystem, and developing an associated business model for continued operation and scale-up. Through digital and in-person support, stakeholders and citizens will be able to access expert advice on energy and climate-related matters. A digital platform (website) will complement this service, providing information on incentives, regulations, and news, as well as communication materials such as video explainers and awareness content.

The Expert Supplier will collaborate with the Municipality in designing, operating, and integrating the Desk as part of a broader Mission governance approach. The Expert Supplier will also develop a recommended business model for the continued operation of the Climate and Energy Desk after the end of this contract.

Specifically, the scope of work includes:

- Available 2 hours per day, twice a week for the duration of this contract, to initially staff the Energy and Climate Desk.

2. Facilitated Workshops and Stakeholder Dialogues

Part of the Energy and Climate Desk activities will be also “facilitated workshops” held by the Municipality, with the support of external technical experts and facilitators. Three workshops delivered by the Expert Supplier will be dedicated to citizens while two more workshops/roundtables will be dedicated to apartment block administrators and apartments owners. Roundtables and online meetings will also be delivered for both the stakeholders already involved and those newly involved in the CCC, specifically from the building sector.

Specifically, the scope of work includes:

- 3 workshops dedicated to citizens;
- 2 workshops/roundtables dedicated to apartment block administrators and apartment owners;
- 2 roundtables and online meetings dedicated to stakeholders (those already involved, and those to be newly involved, in the CCC); and
- at least 1 stakeholder meeting “de-visu”.

The Expert Supplier will collaborate with the Municipality to design and deliver these sessions, ensuring they serve both the governance and stakeholder engagement goals of the project.

3. Capacity building and Interdepartmental Training for Municipal Staff

The Expert Supplier will develop and deliver a programme of training to enhance internal capacities and knowledge and encourage integrated working practices across departments. Taken from the actions of the CCC action plan toward neutrality, the items explored during the training will span from energy to climate change, sustainability, and emission reduction actions; the exact topics within these categories will be agreed with the municipality.

The training will be held in person and will be proposed and designed in order to bring together the local administration staff; it will thus be possible to encourage interaction between technicians and officers, with a view to strengthening territorial know-how and interdepartmental collaboration. Based on the technological equipment of the training rooms, the possibility of streaming online and/or video recording the lessons will be evaluated to make them accessible to a wider audience.

The purposes of training for municipal employees are:

- Activate a reflection on the Climate City Contract and on energy transition and reflect on the respective opportunities, with explicit attention to fostering inter-departmental collaboration in support of CCC implementation and execution.
- Build knowledge of energy and sustainability issues, including specific policy and regulatory aspects of building energy performance the City will need to address to support climate-neutral actions.
- Provide information on the launch of the Energy and Climate Desk initiative.
- Bring clarity on forms of REC, shared energy and collective self-consumption.

Specifically, the scope of work includes:

- A training series for municipal staff: maximum of 20 participants, for eight (8) 2-hour weekly sessions.

The Expert Supplier will be responsible for planning, designing, and delivering these training sessions. This will all be done in coordination with the City of Bergamo.

4. Communication strategy.

To make the Energy and Climate Desk and all of its activities known to the wider public, a communication campaign will be organized, targeting the entire eco-system already engaged in the CCC with the additional aim at involving new stakeholders and building support for policy actions and accelerated implementation.

Specifically, the scope of work includes:

- short video explainers to illustrate key concepts and how it works;
- awareness raising cards (easy-to-understand visuals to highlight key messages to the broader audience);
- 1 webinar (audience TBC, options include: internal staff, stakeholders, or both);
- the set-up of a website, if it is not possible to insert information in already existing web pages. Please submit this as an additional task and cost that can be removed if it is determined that the content can be added to the existing website. **Compliance requirements for the website are listed below.**

All communication materials will be developed in coordination with the City of Bergamo to ensure coherence with Bergamo's CCC and stakeholder engagement strategies.

(Update, 20.05) Compliance requirements for the website:

- All activities must comply with accessibility, usability, security and interoperability for public digital services and the Italian Digital Administration Code (CAD) regarding transparency, digital rights and data control.

- All data collected, generated, or stored during the provision of services must remain under the exclusive control and ownership of the Municipality.
- To ensure full operational continuity and transparency upon expiration or early termination of the contract (after 12 months), the supplier shall:
 - Submit a Service Termination and Handover Plan at project start and update it if scope or infrastructure changes occur;
 - Ensure full and unhindered transfer of:
 - Access credentials (CMS, FTP, backend, hosting, analytics tools);
 - Domain management and DNS settings;
 - Documentation, technical manuals, and development specifications;
 - Backups of databases, content, and media, source code and licenses.
 - Execute the revocation of all supplier access, including:
 - Deactivation of accounts and admin roles assigned to supplier personnel;
 - Resetting or deletion of any system credentials created by the supplier;
 - Provide validated and complete data backup packages, both in raw format and in formats compatible with standard public sector platforms (e.g., XML, CSV, JSON for content; SQL for databases).

3.2.2 Timeline and duration

The scope of this work will begin in June 2025 and take place over the next 12 months.

The proposal should also affirm that the budget proposed includes the number of workshops, training courses, hours of the Climate and Energy Desk, and the elements of the communication strategy described above.

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

It should be noted that the potential suppliers responding to this scope have the option of partnering with other organisations (i.e., building a consortium) to present a joint proposal for the work described.

The work is intended to start in June 2025 and to continue for 12 months.

For clarity, the following services are specifically “Out of Scope”

- Direct written updates to the Climate City Contract documents.
- Securing funding or financial commitments from or for stakeholders.
- Legal or regulatory advice.

The operation of the Energy and Climate Desk beyond the duration and scope of this contract.

3.2.3 Coordination with NZC Consortium partners

The work will be delivered by the selected Expert Supplier. However, other partners from the NetZeroCities platform (NZC partner) are also supporting the city on other climate efforts, including the engagement with the stakeholders. The NZC partner is resourced already and does not have to be represented in a financial offer from the supplier. The exact ways of working between the Expert Supplier and NZC partner will need to be clearly and efficiently defined to ensure maximum efficiency, with sign-off from the City of Bergamo as part of launching the scope of work.

3.3 Required Experience and Capabilities

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

The Expert Supplier delivering the services should be able to demonstrate the following experience and capabilities, and be adaptable in their offering:

1. Substantial experience in directly supporting public administrations in the areas of climate and energy.
2. Experience in stakeholder engagement and capability/capacity building programme design and delivery, ideally related to municipal climate action.
3. Technical knowledge and expertise on climate and sustainability topics, with experience in/exposure to REC (Renewable Energy Communities), energy efficiency and RES (Renewable energy systems) projects.
4. Experience in facilitating co-creation and participatory processes, especially across institutions (i.e. inter-departmental) and communities/ecosystems.
5. Detailed knowledge and understanding of different Energy and Climate Desk models (advantageous if involved with previously setting up/manning a similar 'Desk' set-up).
6. Experience in deploying digital communication tools and developing engaging content and materials in various media/formats. Please also include skills in building websites, if it is determined that this extra piece of the work is necessary (see above "Key Components of Support" section).
7. Proficiency in Italian

3.4 Methodology

The expert supplier is asked to adopt a suitable and professionally accepted methodology to deliver the services. The methodology for delivering the services will be agreed with the city of Bergamo at the outset of the contract.

3.5 Objectives

The primary objective of the work is strengthening internal and external governance frameworks for effective CCC implementation, with the set up and operationalisation of the Climate and Energy Desk as a first key milestone. The associated training, awareness raising, and communication activities are integral components of a broader process to build capacity, enhance stakeholder engagement, and establish strategic delivery structures within the municipality. The intended benefits of the work include:

- Launch an active Energy and Climate Desk open to the citizens and stakeholders.
- Strengthen interdepartmental coordination (i.e. define roles and responsibilities) to develop a more systemic delivery (CCC) capability.
- Develop mechanisms for continuous stakeholder dialogue, engagement and active involvement across the urban ecosystem;
- Build the capacity and capability of the municipal staff and the stakeholders to deliver long-term, systemic climate action implementation. This will include building the technical knowledge of municipal staff and stakeholders, build the municipal staff's ability to engage and support stakeholders, and increase the stakeholders' ability to take action.
- Raise awareness among citizens on the issues of energy consumption, energy saving, RES installation, and shared energy and collective self-consumption.
- Activate working groups and foster structured dialogue around climate action with the private tertiary and industrial sectors. The engagement may be different for companies that have more established relationships with the municipality and those typically less engaged with the Public Administration. There may also be a difference in how Small and Medium-Sized Enterprises (SMEs) are engaged versus larger, national and international companies. The Expert Supplier will consider this nuance in developing an engagement strategy.

- Enlarge and diversify the CCC ecosystem for an even more inclusive co-design of the path toward climate neutrality.

3.6 Deliverables

The following deliverables are requested:

Deliverable 1: Guide to Strengthening Mission Governance and Implementing the Energy and Climate Desk in Bergamo.

This guide will be a comprehensive reflection and strategic blueprint on the work carried out during the assignment. It will focus on building internal capacity and transferability of practices, ensuring the Municipality of Bergamo has a pathway to continue and scale up the governance innovations under this scope. This guide shall include a description of:

- The account of the design, setup and operationalisation of the Climate and Energy Desk, including practical considerations, staffing structure, user interface integration into city communication channels, and links to ongoing CCC implementation efforts.
- Summary and assessment of the associated workshops and stakeholder engagement activities such as roundtables, trainings, online meetings, and communication strategy, including co-design outcomes and feedback mechanisms.
- An overview of the municipal staff training programme: content, attendance, outcomes, and identified capacity gaps.

Deliverable 2: Strategic Assessment and Scaling Model

- Strategic assessment of lessons learned, opportunities and challenges that have emerged during implementation, with specific attentions to interdepartmental coordination, external stakeholder engagement, and institutional ownership of processes.
- Identification of barriers that remain in the operationalisation of Climate and Energy Desk, and the engagement with the stakeholders, citizens, and municipal staff.
- Development of a proposed business model for the continuation and scaling-up of the Energy and Climate Desk, in alignment with the advancements of Let's Gov Pilot outputs and CESF Support for One Stop Shops7energy Desks for Italian cities.
- Recommendations for next steps, including proposed pathways for strengthening internal capabilities, sustaining engagement, embedding governance frameworks into municipal operations, and integrating these learning into other NAC/Mission initiatives.

Deliverable 3: 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.

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)
- **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.

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.
4. The total submission (including attachments) must not exceed 30 pages total.

Climate-KIC reserves the right to reject RFP responses that do not confirm with these guidelines. All responses shall be made to the Contract Manager 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 a fully itemised quotations in Euros, detailing all applicable costs related to the assignment. Specify if the quote includes / excludes VAT or any other taxes. In case you are registered outside the EU, please clarify your tax obligations and how VAT is treated in your jurisdiction.
- Provide a rate card that specifies roles and their daily/hourly rates for all personnel involved in providing services (e.g., Project Manager, Technical Expert, Analyst, Lawyer, etc.). Avoid average or mixed rates.
- Include a weekly or monthly resource plan, broken down by role, number of days and daily rates. Clearly indicate the delivery schedule and allocation of human resources throughout the project life cycle by referencing the required deliverables. Refer to table 5. Clearly distinguish any optional services or value/added components of the offering. Price these services separately and mark them as "*optional*".
- Provide a detailed quote that specifics all applicable costs related to the assignment. Associate cost items with each deliverable, work package, or service activity, as defined in the scope of work (refer to Table 3). Provide a summary table of the total proposed cost, indicating all direct and indirect charges. The rates and prices indicated in the quote are fixed and not subject to revision for the entire duration of the contract.
- 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.
- Please submit your quote on official company letterhead or a formal company document, in English. The quote should be submitted in PDF format. The quote shall include: company name, address and VAT/TAX code, contact details, date of submission, name and role of the authorized signatory.
- The quotation should remain valid at least 90 calendar days from the submission deadline.
- Climate-KIC encourages environmentally sustainable business practices. Within the quote, where possible, suppliers are encouraged to indicate any sustainable approaches (i.e. digital

documentation, remote collaboration) that can reduce the environmental impact during the provision of services.

Table 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 3.4
Deliverable 2 of ... as per Section 3.4
Deliverable 3 of ... as per Section 3.4
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):
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

1. Your proposal should be submitted according to the instructions as detailed in this section and should be valid for a period of at least six (6) months from the bid due date. Any proposal submitted outside the scope defined may be rejected without provision for re-submission.
2. Any further information pertaining to this RFP, of whatever nature, must be directed to the Contract Manager detailed in Section 1.1. If a point of clarification materially affects the RFP, our response will be circulated to all bidders, otherwise the response will only be sent to the bidder seeking clarification.
3. If any doubt exists concerning any element of this RFP, a clear statement should be made on the assumptions taken to arrive at your quoted costs, or alternatively contact us prior to submitting your proposal to seek clarification.
4. Entering into contractual arrangements with Climate-KIC in connection with this RFP does not guarantee work will be awarded.
5. Climate-KIC/GARAC reserves the right to reject any proposal(s) received after the submission date/time.

6. Climate-KIC/GARAC reserves the right to undertake post-bid negotiations with none, all or a shortlist of bidders.
7. Climate-KIC/GARAC, at its sole discretion, reserves the right to accept or reject any or all of the proposals received and not to award any business and shall not be bound to give reasons for any decision. Only the execution of a written agreement between a Climate-KIC entity and a supplier(s) will obligate a Climate-KIC entity in accordance with the terms and conditions contained in such agreement.
8. Climate-KIC reserves the right to procure services from alternative suppliers(s) where the successful bidder is, or becomes, uncompetitive within the market. However, issues over pricing and specification will be resolved through discussion and mutual agreement between Climate-KIC and the supplier.
9. Bidders are required to email soft copies of their proposal to the Contract Manager detailed in Section 1.1 based on the timeline at Section 0.
10. As per above and where applicable, bidders must acknowledge receipt of this RFP by return email to the Contract Manager detailed in Section 1.1 confirming whether they intend to submit a proposal by the Submission Deadline.
11. This RFP does not commit or obligate any Climate-KIC company to pay any expenses incurred by you in the preparation of your Proposal. All such expenses are solely at the risk of the bidder and by submitting a proposal you automatically agree that proposal becomes the property of Climate-KIC.
12. Proposals are to be kept as clear and concise as possible and should be sequenced and numbered in accordance with the format of this RFP.
13. The formatting of this document and the attached response document should not be altered.
14. Whilst this RFP confers no legal rights on its addressees, it is not intended that any other persons acquire rights or obligations in respect of or arising under it.
15. Unsuccessful bidders agree, by the submission of their proposals, to return to Climate-KIC this RFP and any and all papers, records, data and materials supplied to them in connection with it, including all copies made by them.
16. This RFP is for consideration in whole and not in part or parts unless otherwise indicated.
17. All efforts have been made to ensure the accuracy and validity of information contained in this RFP. However, Climate-KIC does not warrant the information accurate or comprehensive.



NZC CESF Procurement Clarification Questions and Responses

**Strengthening internal and external governance structures,
and building capacity for climate action implementation:
The Initiation of an Energy and Climate Desk in the City of
Bergamo**

NZC-PCP1-013-Bergamo

Introduction

This document is provided to prospective applications for the procurement for expert support entitled [Strengthening internal and external governance structures, and building capacity for climate action implementation: The Initiation of an Energy and Climate Desk in the City of Bergamo under the aegis of the NetZeroCities Programme.](#)

The following table contains a summary of questions received and the responses collated to support applicants should they proceed to submit.

Clarifications

Questions received	Response
Strategic Governance	
Regarding the first key task 'Strategic Governance', an availability of 2 hours per day, twice a week is required for the duration of the contract. Does this availability have to be in presence or is it possible to guarantee commitment in hybrid mode? If yes, is there a specific indication or mandatory requirement of how many hours must be in presence?	There are no specific requests for on site presence regarding the availability of 2 hours per day, twice a week for the duration of the contract. As for email and phone call support to the citizens, it's preferable a remote service. The "de-visu" service is considered to some of the initiatives with stakeholders/citizens/municipality internal staff.
The call for tenders requires an on-site presence at the Helpdesk for 2 hours per day, twice a week, throughout the duration of the contract. However, what are the expectations in terms of operations for the "remote" service? Is a continuous, asynchronous digital presence required (e.g., via email/chat), or is it intended as a purely informational platform (i.e., a website)?	There are no specific requests for on site presence regarding the availability of 2 hours per day, twice a week for the duration of the contract. As for email and phone call support to the citizens, it's preferable a remote service. The "de-visu" service is considered to some of the initiatives with stakeholders/citizens/municipality internal staff.
Will the in-person Helpdesk be located at a predefined municipal site? If so, has the location already been identified, or will it be agreed upon with the supplier at a later stage?	At this stage just a virtual desk is required.
Energy and Climate Desk – Location & Infrastructure. Will the Energy and Climate Desk be physically hosted at a municipal facility already equipped for public service delivery, or is the supplier expected to propose/provide the venue?	At this stage just a virtual desk is required. Please refer to point 1 chapter 3.2.1 "key components/tasks of support.
What does it mean "the integration of the Energy and Climate Helpdesk within the CCC ecosystem"? Are there any tools, processes, or digital platforms already in place with which the supplier will need to interface?	The CCC ecosystem is made by all the stakeholders, the actions and the main objectives of the CCC and the Desk project has to be integrated with this ongoing ecosystem.
Workshops, participants and logistics	
Will the City of Bergamo assist with securing participation for the eight municipal staff training sessions, or is the supplier responsible for internal outreach and attendance?	The Supplier will work in coordination with the Municipality, but it is responsible for planning, designing, and delivering the training sessions.
The tender refers to "a training cycle for municipal staff: maximum 20 participants, consisting of eight (8) weekly sessions of 2 hours each." Please confirm whether this means the full training cycle will include 8 sessions total (one per week), each lasting 2 hours, for a total of 16 hours of training.	It is confirmed.
Will the Municipality be responsible for convening and selecting participants for the workshops and roundtables, or is the supplier also expected to support engagement and outreach activities?	The Supplier will work in coordination with the Municipality, but the Supplier is responsible for planning, designing, and delivering the sessions. The city and the supplier will decide together who are the best



Questions received	Response
	stakeholders to involve, but the supplier will be in charge of developing the engagement with the support of the Municipality.
Are locations for in-person meetings already defined, or will they be agreed upon at a later stage?	No, the locations for in-person meetings are not defined and will be agreed upon at a later stage, but the city can arrange space for no cost.
Is there any preliminary timeline or seasonal preference for when the seven required workshops and stakeholder meetings should be delivered?	No, there is no preliminary timeline or a seasonal preference for the seven workshops and stakeholder meetings.
Three workshops dedicated to citizens are planned. Could you kindly provide indicative guidance on the expected duration of each session?	As the Supplier is responsible for planning, designing, and delivering the training sessions, this is part of the proposal.
Will these workshops be held in-person or online?	The workshops for citizens are intended to be held in person.
The tender refers to "2 workshops/roundtables" dedicated to this stakeholder group. Could you please clarify whether this refers to: a) Two total events, where workshops and roundtables are considered interchangeable or complementary formats, or b) Two workshops plus two roundtables, for a total of four separate sessions? In either case, please indicate the expected duration of each session. Are these to be held in-person or online?	<p>The tender refers to</p> <ul style="list-style-type: none"> • 3 workshops dedicated to citizens; • 2 workshops/roundtables dedicated to apartment block administrators and apartment owners; • 2 roundtables and online meetings dedicated to stakeholders (those already involved, and those to be newly involved, in the CCC); • at least 1 stakeholder meeting "de-visu" <p>The "/" means that the workshop and roundtables are considered interchangeable.</p> <p>The Expert Supplier will collaborate with the Municipality to design and deliver these sessions, ensuring they serve both the governance and stakeholder engagement goals of the project.</p>
The tender refers to "2 roundtables and online meetings." Could you please clarify whether this refers to: a) Two roundtables plus two separate online meetings, or b) Two events that are configured as online roundtables? What is the expected duration of each event? Can you confirm that these are online-only events?	<p>The tender refers to</p> <ul style="list-style-type: none"> • 3 workshops dedicated to citizens; • 2 workshops/roundtables dedicated to apartment block administrators and apartment owners; • 2 roundtables and online meetings dedicated to stakeholders (those already involved, and those to be newly involved, in the CCC); • at least 1 stakeholder meeting "de-visu" <p>Roundtables and on-line meetings are considered interchangeable.</p> <p>The Expert Supplier will collaborate with the Municipality to design and deliver these sessions, ensuring they serve both the governance and stakeholder engagement goals of the project.</p>
Communication Strategy	
For the possible construction of the website indicated in the key task 'Communication Strategy', should the domain, operation and maintenance costs be calculated in the quotation?	The estimation should include the costs of the domain, as well as the operation and maintenance during the contract period. We have revised the Request for Proposals and provided further details about the management of the website. Please refer to point 4.4 chapter 3.2.1 "key components/tasks of support": "the set-up of a website, if it is not possible to insert information in already existing web pages. Please submit this as an additional task and cost that can be removed if it is determined that the content can be added to the existing website."



Questions received	Response
Should the website comply with WCAG standards (digital accessibility for public administrations)?	Yes, as it will be directly connected to PA services. For further information, please refer to https://www.agid.gov.it/it/ambiti-intervento/accessibilita-usabilita We have revised the Request for Proposals and provided further details about the requirements for the website.
Is the supplier responsible for hosting? If so, for how long should it remain active after the contract ends?	The estimation should include the costs of the hosting during the contract period. We have revised the Request for Proposals and provided further details about the management of the website. Please refer to point 4.4 chapter 3.2.1 "key components/tasks of support": "the set-up of a website, if it is not possible to insert information in already existing web pages. Please submit this as an additional task and cost that can be removed if it is determined that the content can be added to the existing website"
Should the website be monolingual (Italian), or should it be available in additional languages (e.g., English)?	Italian is required for the website.
Other questions	
How closely is the selected supplier expected to coordinate with the broader NZC Pilot that Bergamo is involved in (Let's GoV), if at all?	Not required.
Estimation of Person-Days. While the RfP mentions a financial threshold of €221,000 , we were unable to locate any guidance regarding the expected number of person-days. Would it be possible to provide an indicative estimate or range of person-days anticipated for the delivery of the services?	In this Request for Proposals (RfP), we provide guidance on the duration of implementation, which is set at 12 months. Due to the nature of the implementation, we do not provide an estimated number of person-days. Bidders are expected to propose a staffing plan that they consider most appropriate for delivering the required services within the timeframe.
Methodology §3.4 mentions "The expert supplier is asked to adopt a suitable and professionally accepted methodology to deliver the services. The methodology for delivering the services will be agreed with the city of Bergamo at the outset of the contract". Is it acceptable to propose a preliminary methodology in the proposal?	The clause is intended to ensure that your proposed approach is based on recognized professional standards (e.g.: facilitation, training, stakeholder engagement, communication, project management), but allows flexibility to tailor the delivery in collaboration with the City of Bergamo. We are asking suppliers to describe their methodology in the proposal. Once the contract is signed, this methodology will be refined and agreed jointly with the city to align with local needs and conditions.
Technicalities of the submission	
Can the IT expert be an external consultant to be included in the team as a subcontractor? in this case, is it necessary to indicate the daily/hourly rate? Is it necessary to include the IT expert's CV in the proposal?	Yes, it is possible to include an IT expert as a subcontractor in your proposal. Alternatively, you may also formalize your participation as a group. In both scenarios, you should establish and document a clear responsibility matrix and structure your collaboration according to the RFP requirements. This means you should clearly outline each organization's specific tasks, accountability, and deliverables, ensuring there is no overlap or ambiguity in responsibilities. This can be achieved, for example, through a collaborative agreement.



Questions received	Response
	<p>It is important to ensure that the proposal clearly demonstrates the capacity and experience of all individuals involved in the project implementation, including subcontractors. This may involve providing CVs, detailing relevant experience, and specifying the roles and responsibilities of each team member, including the representatives of subcontractors.</p> <p>Regarding financial details, the daily or hourly rate for the IT expert should be transparently included in the proposal, as this helps evaluators understand the cost structure and allocation of resources within the project.</p> <p>Finally, please note that for streamlined communication and accountability, we require a single entity or point of contact – a lead bidder or prime contractor – who will serve as the formal point of contact and take on contractual responsibility. The other companies or subcontractors will then act under the lead bidder's authority.</p>
The document requests a summary table including both “direct and indirect charges.” Could you please specify what types of costs you consider as <i>indirect charges</i> in the context of this proposal? For example, are these meant to include overhead, administrative fees, or other categories?	Yes, the summary table should include both direct and indirect charges. In this proposal, indirect charges refer to costs that are not directly attributable to a specific project activity but are essential for the overall functioning of the organization and project execution. Please note that we do not require bidders to provide indirect costs separately. Some organizations include them within their offer, while others incorporate them into direct charges.
The tender refers to the EURO 221,000 threshold set by the Public Procurement Directive. Regarding the creation of the website, we would like to know whether this activity must be included in the overall budget calculation.	Yes, the website creation should be included in the overall budget calculation and fit under 221 000 EUR. Although, as this task might not be required, please submit it as a cost/task that can be removed if it is determined that the content can be added to the existing website.
In the detailed quotation, is it possible to indicate several individuals, with the same daily rate, for a specific role?	Yes, it is possible.
Should the resumes of individuals that will be assigned to conduct the services be presented in a specific format?	No, there is no specific format required for presenting the CVs of individuals assigned to conduct the services. However, it is essential that the CVs and other information about these individuals are provided in a clear and structured manner, allowing the evaluators to easily understand their experience, skills, and qualifications relevant to the project.

