



NZC CESF Procurement RFP

**Mission Label Lisbon: Development of an external
communication and city branding strategy for the city of
Lisbon's ambitious Climate City Contract**

SGA-MCCC-002-Lisbon

Date: 30 April 2025 (updated 22.05.2025)

Authors: Will Wade & Luisa Carretti (Climate-KIC)



Table of contents

1	Overview	4
1.1	Executive Summary	4
1.2	Timelines	4
1.3	About Climate-KIC	5
1.4	About NetZeroCities	5
1.4.1	NZC Climate City Contracts (CCC)	5
1.4.2	NZC Pilot Cities Programme.....	5
2	Confidentiality	6
3	Specification	7
3.1	Scope	7
3.2	Required Experience and Capabilities	8
3.3	Methodology.....	8
3.4	Deliverables.....	8
3.5	Eligibility	9
3.6	Sustainability	10
4	Contracting (third parties)	11
4.1	Payment & Invoicing	11
4.2	Contract Management.....	11
5	Award Criteria	12
5.1	Evaluation across quality criteria.....	12
5.2	Evaluation Criteria	12
5.2.1	Expertise / Experience (30%)	12
5.2.2	Capacity to Deliver (30%)	12
5.2.3	Price Criteria (40%).....	13
6	Instruction to Bidders	14
6.1	Responding with your proposal.....	14
6.2	Quotation requirements.....	14
6.3	Terms of this RFP	15



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: Mission Label Lisbon: Development of an external communication and city branding strategy for the city of Lisbon's ambitious Climate City Contract

Date: 30 April 2025 (updated 22.05.2025)

Update 22.05.2025: The deadline to submit applications is postponed to June 5th, 23:59. Following dates are adjusted.

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	Development of an external communication and city branding strategy for the city of Lisbon, with the aim of communicating the ambitious commitments and actions to achieve climate neutrality as defined in the Climate City Contract, and as a Mission Label city.
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"> Lisbon, Portugal Some onsite services may be required at: <ul style="list-style-type: none"> Lisbon, Portugal
Climate-KIC Contract Manager for submitting proposals and inquiries	Luisa Carretti CESF Coordinator 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
30 April 2025	RFP issued to bidders
16 May 2025 29 May 2025 (16:00 CEST)	Deadline for procurement clarifications / to submit questions
23 May 2025 (23:59 CET) 5 June 2025 (23:59 CEST)	Bidders submit proposals / Submission Deadline
Mid-June 2025	Assessment results announcement, subject to finished evaluations and selection of a winner
Expected end-June 2025	Expected 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 Scope

NetZeroCities / Climate-KIC are seeking bids for the development of an external communication and city branding strategy for the city of Lisbon, with the aim of communicating the ambitious climate related targets to a wider audience.

Lisbon has been awarded the Mission Label for its ambitious commitments and actions to achieve climate neutrality as defined in the Climate City Contract.

As part of the overall objective to communicate the city's journey, goals, targets and challenges, the city is seeking the support of a consultant or consultancy firm to prepare a comprehensive external communication strategy and overall branding of the city as a Mission Label city.

The main objective of this assignment is to prepare the external communication strategy and branding of the City of Lisbon as a Mission Label City, in close cooperation and coordination with the relevant City representatives/departments.

The overall role of the consultant is to provide expert guidance, foster collaboration and ensure that the City's communications and Mission-brand identity/efforts are strategically focused, well-coordinated and resilient to challenges. The scope of work includes one main task with several sub-tasks as follows:

External Communication Strategy and Branding of the City

The Consultant will be expected to develop a comprehensive external communication strategy (the Strategy) that will enhance the visibility and understanding of the City of Lisbon's commitments, goals and targets to achieve climate neutrality, as well as the related branding of the city.

The Strategy should be aligned with ongoing implementation of Lisboa 2030 Climate City Contract and should include but be not limited to the following key activities:

- **Review and analysis of strategic framework, stakeholder analysis and mapping of department and resources:** With the city, review and analyse the stakeholder identification (internal/external), engagement, and mapping of departments/resources to date, and the strategic framework (objectives, outcomes, initiatives) in which the Communications strategy and branding action plan is to be set.
- **Align communication practices:** Evaluate existing internal and external communication strategies to identify gaps and opportunities for improvement, in view of mainstreaming climate ambition across different areas of the communication.
- **Develop a communications matrix:** Design a structured communications matrix to outline objectives, define messages and tailor content for different audiences.
- **Create the communications action plan and align with existing policy:** Create a comprehensive action plan for Lisbon as a Mission City, including detailed budget per action, to guide implementation.
- **Set up monitoring and evaluation mechanisms:** In consultation with the municipality, develop a plan with key performance indicators, targets and assigned responsibilities to track progress and impact.
- **Define communication channels:** Identify and define, together with the municipality, the most appropriate communication channels for different audiences.
- **Create city branding:** Based on the Lisbon's visual identity related to the EU Mission Climate Neutral and Smart Cities (including recently developed logo), develop at least three video visualisations, two audio podcasts and at least twenty infographics with adaptable templates for future use. All material for the branding should be easily adaptable in order for the city to use them in their future communication activities. *Materials should be prepared in Portuguese in order to be approved by the municipality. After the approval, the city branding should also be prepared in English version.*
- **Facilitate initial implementation:** Support the city's initial communication activities and conduct one online workshop/training session on implementation strategies with the city team.

The consultant's work should ensure a structured, effective and impactful approach to external communications, in line with the city's overall objectives and its identity.

All tasks are defined to be performed in time period of 6 months.

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

- Delivery of the communications action plan.

The selected bidder is expected to engage with experts from the NetZeroCities consortium, as well as engaging with the city and its key stakeholders. NetZeroCities experts (who are resourced already and do not have to be represented in a financial offer) are to be engaged (together with the city) on baseline briefings, the overarching strategic approach within which this assignment takes place, as well as for sharing good practices/learning from other cities, where relevant.

3.2 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.

It is essential that the team has proven knowledge, experience, and expertise in:

- Developing and implementing communication strategies tailored to urban climate-related initiatives.
- Developing the/a branding identify of a city/public body and/or initiatives associated to a city/public body, including video and graphical visuals, podcasts and other communication tools.
- Planning, implementing and facilitating participatory processes.
- Working with the public sector in roles similar to those outlined above.
- Digital marketing, including social media platforms and other communication channels.
- Marketing, branding and stakeholder engagement with a proven track record of design campaigns that inspire action and build trust.
- Full working knowledge of Portuguese and English.
- Knowledge of Lisbon Climate City Contract and local climate action context will be considered an asset.

3.3 Methodology

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

Therefore, the supplier should describe:

- Critical review of and suggestions for the scope of work, as outlined in this tender.
- Detailed methodological approach covering all tasks with responsibilities and a defined timetable.
- Detailed approaches to structuring the work.
- Detailed risks and mitigating actions.

3.4 Deliverables

The following deliverables are requested:

Deliverable 1: Strategic Framework Analysis: Stakeholders, departments/resources, existing practices for climate neutrality: Mapping analysis report

- Report or reports containing:
 - Review and analysis of stakeholders, mapping of departments and resources, and the strategic framework (objectives, desired outcomes, initiatives) within which the Communications strategy and branding action plan sits.

- Review and evaluation of existing internal and external communication strategies, including gaps and opportunities for improvement. This should include mapping of relevant departments and key personnel responsible for managing internal and external communications within the municipality.

Deliverable 2: Mission Label Communications and branding action plan based on analysis in Deliverable 1

- Action plan with resources/toolkits containing:
 - **Communications matrix:** to outline objectives, define messages and tailor content for different audiences.
 - **Communications action plan:** a comprehensive action plan for Lisbon as a Mission City, including detailed budget per action, in terms of staff needs, to guide implementation.
 - **Monitoring and evaluation mechanisms:** a plan with key performance indicators, targets and assigned responsibilities to track progress and impact.
 - **Communication channels:** optimised and most appropriate communication channels for different audiences.

Deliverable 3: Climate neutrality branding toolkit

- Toolkit containing:
 - At least **three video visualisations, two audio podcasts and at least twenty infographics** with adaptable templates for future use.
 - All material for the branding should be **easily adaptable** in order for the city to use them in their future communication activities.
 - This should take into consideration the **logo already created** by the city in relation to the EU Mission Climate Neutral and Smart Cities

Deliverable 4: Workshop materials and summary report: Initial Implementation capacity building

- Materials and assets used to support online workshop/training session on implementation strategies with the city team.

Deliverable 5: 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.

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.

3.5 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 submitted a price more than the Public Procurement Directive 2004/39/EC 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.

3.6 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.