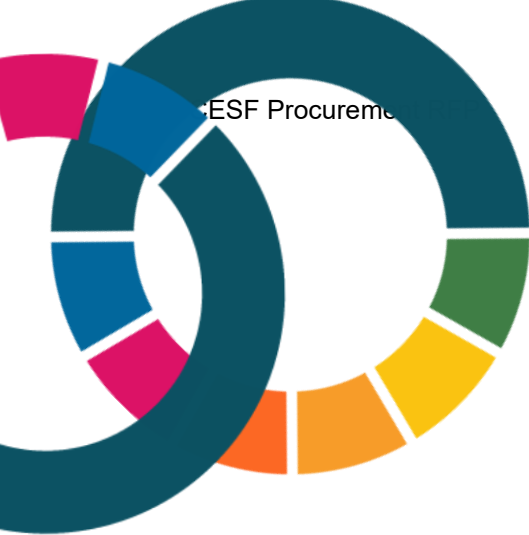




NZC CESF Procurement RFP

CESF Procurement of external expert support to assess Urban Logistics Scenario Assessment and Pilot Street Implementation Framework for Bologna's ZTL (restricted traffic zone) and pilot street implementation framework aligned with Bologna's parking plan and tram corridors

SGA3-MCCC-029 Bologna Urban Logistic

Date: 07 October 2026

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Abbreviations and acronyms

Acronym	Description
NZC	NetZeroCities
CESF	City Expert Support Facility
CCC	Climate City Contracts
RFP	Request for Proposal
GARAC	Grant and Resource Allocation Committee
CoP	Community of Practice

Request for Proposal

For: Sustainable Urban Logistics Strategy and Pilot Street Implementation for Bologna's ZTL (restricted traffic zone)

Date: 07 October 2026

1. Overview

1.1 Executive Summary

This is a Request for Proposal (RFP) that details Climate-KIC's requirements for services to support cities in the NetZeroCities programme, through the NZC City Expert Support Facility. Please treat this document in accordance with the confidentiality obligations detailed further in this document.

Services and/or goods requested	Climate-KIC, acting on behalf of NetZeroCities, is seeking expert support to assist the City of Bologna in developing a targeted scenario assessment and a pilot street implementation framework for sustainable urban logistics and last-mile delivery within its restricted traffic zone (ZTL), specifically focusing on priority tram corridor streets affected by ongoing infrastructure works. The assignment will support the municipality in producing a comparative logistics scenario assessment matrix, establishing a progressive zero-emission transition roadmap towards 2030, defining spatial and infrastructure reference concepts for micro-hubs and loading bays, and grounding the framework in a structured stakeholder engagement process. The support will also generate practical replication methodologies and transferability outputs to inform wider city-scale logistics planning and peer learning across Mission Cities. The assignment is strategic, technical and qualitative in nature. No detailed economic or financial modelling is required from the supplier.
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	Bologna (Italy) Services will be delivered remotely to the following locations: - Bologna (Italy) Some onsite services may be required at: - Bologna (Italy)
Climate-KIC Contract Managers for submitting inquiries	Luisa Carretti Shuva Thapa CESF@netzerocities.eu
Proposed contract term for successful candidates	20 November 2026 Expected duration: approximately 9 months

Table 1: Procurement executive summary

1.2 Timelines

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

Planned Date*	Milestones
07 October 2026	RFP issued to bidders
20 October 2026 (23:59 CEST Time)	Deadline to submit questions
27 October 2026 (23:59 CEST Time)	Bidders submit proposals / Submission Deadline
06 November 2026	Assessment results announcement (subject to finished evaluations and selection of a winner)
20 November 2026	Proposed contract start date

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

Table 2: Timeline table

Should you have any inquiries regarding the Request for Proposal (RFP), please submit them via email to CESF@netzerocities.eu by the deadline specified in the table above. We aim to respond in a timely manner wherever possible. To proceed, please submit a proposal following the requirements at Section 6 by the Submission Deadline stated at Section 1.2. NetZeroCities team will assess bids and notify bidders following the timeline at Section 1.2.

1.3 About Climate-KIC

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

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

1.4 About NetZeroCities

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

1.4.1 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.

1.4.3 NZC Community of Practice

The [NZC Community of Practice \(CoP\)](#) is a collaborative space on the Mission Platform, which gathers city officials, experts and practitioners from public organizations, private organisations or public-private organisations directly involved in climate neutrality programmes, activities or solutions. Through this community, we recognize that there are already many existing resources, knowledge, and solutions available, and we aim to foster their connection to cities to help them achieve their climate goals. Through the online portal group and monthly webinars, the CoP encourages the sharing of challenges, questions, and solutions related to climate neutrality, facilitating discussions that inspire innovative collaborations and drive city strategies for achieving climate goals.

The CoP plays a complementary role in the context of the City Expert Support Facility. While participation in the CoP is not required to submit an offer and has no influence on the evaluation process, it may provide added value for suppliers in other contexts. It provides a space where city needs can be openly shared and discussed, and where suppliers can stay engaged, respond to emerging opportunities, and contribute their expertise. For more information on how to join the CoP and present your services, please contact helena.suarezgroen@lgi.earth.

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 City of Bologna, as one of the cities participating in the EU Mission for Climate-Neutral and Smart Cities, has laid out an ambitious climate neutrality pathway through its Climate City Contract (CCC), setting out a comprehensive vision for decarbonising the city by 2030. Mobility and the shift towards low-carbon, sustainable transport systems represent a central pillar of this pathway. In support to these objectives, the NetZeroCities programme has been providing tailored technical assistance to Bologna through the City Expert Support Facility (CESF), with the overall goal of accelerating the transition towards a low-carbon urban mobility system that reduces private car dependency and enables sustainable, accessible and efficient movement throughout the city.

In this context, the City of Bologna is currently receiving expert support via the CESF for the development of a new Parking Strategy for the historic centre. This work has already delivered several key outputs, including a detailed reconstruction of parking demand–supply dynamics and a robust evidence base to support the redesign of parking rules and tariffs. The analysis has explored the adequacy of park-and-ride facilities - which are currently insufficient - as well as alternative parking scenarios and regulatory levers, such as differentiated access pricing for the Limited Traffic Zone (ZTL) combined with strong public transport alternatives.

This work is closely aligned with major ongoing transformations in the city centre linked to the introduction of new tram lines. These include the pedestrianisation of Via Indipendenza (with part of the street becoming fully pedestrian and a strong reduction of transit and complete parking removal - even temporarily - along the tram corridor) and significant changes to car access and loading/unloading practices throughout the central area. The overarching objective of these combined interventions is to shift access to the city centre away from private car use and towards tram services and other sustainable modes of transport, thereby contributing to the development of a low-carbon, accessible and more liveable urban mobility system in line with the City's climate neutrality objectives.

In parallel, Bologna is developing other targeted plans that complement the municipal Parking Plan. In particular, a charging infrastructure plan has already been commissioned to a local consultancy, with the objective of defining rules and development scenarios for electric vehicle charging points across the entire municipality. This work responds to a rapidly evolving context, characterised by a growing number of operators and charging points compared to 15 years ago, and addresses risks related to oversupply, inefficient occupation of public space, and fragmented long-term planning. The plan aims to establish clear rules for concessions, tendering processes, and the use of public space.

Building on these experiences, the City now intends to develop a targeted scenario assessment and pilot street implementation framework for sustainable urban logistics and last-mile deliveries within the ZTL. The assignment will initially focus on four priority tram corridor streets and will provide a high-level replication methodology to guide the subsequent extension of the approach to the wider ZTL. In this context, phased implementation-oriented refers to the definition of progressive measures over time, be it regulatory, spatial and operational, including intermediate implementation milestones, transition periods and gradual alignment with the City's 2030 targets. This strategy would be more concrete and implementation-oriented than the overarching Parking Plan, and would directly address the challenges created by tram construction works and pedestrianisation. More specifically, the key objective is to reorganise last-mile urban freight distribution in a way that reduces congestion and emissions, supports the transition towards low-emission and net-zero logistics models, safeguard tram operations and pedestrian areas, ensures a more efficient and coherent use of limited public space within the ZTL, and ultimately support Bologna's wider climate neutrality commitments.

The City faces a structural challenge in reorganising urban freight and loading/unloading activities within the ZTL in a sustainable and coherent way, particularly in areas directly affected by tram infrastructure and pedestrianisation. At present, freight logistics in the ZTL are characterised by a predominant use of internal combustion vehicles, including medium-sized vans and trucks; a concentration of loading and

unloading activities along streets that will host tram lines or become pedestrian; widespread but unevenly regulated use of temporary loading bays; frequent double parking and unauthorised stopping; and delivery patterns largely determined by individual operators rather than a shared organisational framework. Additionally, the overlapping of rules through the years created an unclear and complex regulatory system.

While tram construction works have already forced logistics operators and businesses to adapt their practices, this adaptation has occurred in the absence of a stable, long-term regulatory and spatial framework. There is currently no consolidated system that clearly defines where and how loading and unloading should take place, under which access conditions, during which time windows, and using which types of vehicles. As a result, there is a risk that once construction works are completed, logistics practices will revert to pre-construction patterns, undermining both tram operations and climate objectives.

Without a clear operational plan, the City also risks increasing conflicts between parking needs, tram operations, pedestrian spaces and freight distribution, and failing to translate its 2030 target — progressively shifting loading/unloading access in the ZTL to zero-emission vehicles, whilst restricting access to vehicles with internal combustion engines — into concrete, equitable and enforceable measures with intermediate milestones.

Central to this strategy is to develop a structured pathway for the progressive shift of freight access in the ZTL towards zero emission urban logistic systems, with intermediate milestones and accompanying regulatory and spatial measures that make this transition feasible while ensuring stakeholders acceptance. For these reasons, Bologna requires external support to develop a scenario assessment and pilot street implementation framework for tram corridor streets, as a concrete and actionable first step towards zero-emission urban logistics system. This work must be fully integrated with the broader redesign of parking and accessibility in the city centre, avoiding regulatory or spatial conflicts with the Parking Plan and tram system, and providing the analytical and regulatory groundwork for a wider city-scale Urban Logistic strategy to be developed in a subsequent phase.

The request represents a logical and timely follow-up to the ongoing CESF support for the Parking Plan. From January 2026 onwards, the City initiated a stakeholder dialogue process under the URBANE project (financed through Horizon Europe), together with the Istituto Trasporti e Logistica (ITL), focusing on delivery organisation along tram corridor streets. The proposed logistics plan would provide a structured analytical and regulatory backbone to this dialogue, ensuring continuity and avoiding parallel or disconnected planning processes.

3.2 Objectives

The overall objective of the requested support is to provide Bologna with a targeted scenario assessment and pilot streets implementation framework for sustainable urban logistics and last-mile delivery in the ZTL, initially focusing on the streets directly impacted by the tram line, that:

- Produces a comparative assessment of logistics scenarios for regulatory, spatial and organisation measured with an evaluation matrix,;
- Delivers a Street Implementation Framework for the four (4) Priority Tram corridor streets, covering access rules, loading/unloading organisation, zero-emission transition milestones and conceptual infrastructure references, with wider replication methodology for the ZTL;
- Grounds the framework in a structured stakeholder engagement process built on previous municipality efforts; and
- Is fully coherent and integrated with:
 - the new Parking Plan;
 - the PGTU/SUMP;

- the tram project; and
- the results of the URBANE project.

3.3 Scope

Climate KIC, acting on behalf of NetZeroCities, is requesting proposals for expertise support for the development of a **scenario assessment and pilot implementation framework for sustainable urban logistics and last-mile delivery within Bologna's ZTL**.

Geographical scope

- Priority focus: tram corridors and streets affected by tram works and pedestrianisation, specifically focusing on the following priority streets: Via Indipendenza, Ugo Bassi, Via San Felice and via Lame).
- The expected level of analysis for the wider ZTL is strategic and indicative rather than street-by-street. The supplier is expected to provide a coherent regulatory and spatial framework derived from the experience on the priority streets, without the same granularity of data collection and mapping required for the priority tram corridor streets.

Thematic scope

- Business-to-business (B2B) and business-to-consumer (B2C) freight distribution within the ZTL.
- Vehicle types including vans, light trucks, cargo bikes and electric vehicles of different sizes.
- Infrastructure such as on-street loading bays, micro-hubs and consolidation spaces, parcel lockers and e-commerce pickup points, and interfaces with park-and-ride facilities and peripheral parking areas.
- Regulatory instruments including access permits, time windows, differentiated rules or tariffs, vehicle-based criteria (zero-emission versus combustion), and temporary derogations.

Integration requirements

The work must be fully coordinated with the Parking Plan, the EV charging infrastructure plan, the Sustainable Urban Mobility Plan (PUMS) and PGTU, and the tram network development.

3.4 Phased Tasks / Activities

3.4.1 Phase 1 – Baseline and diagnostics

Upon project start, the supplier will develop concise but robust evidence on current urban logistic operation in the ZTL, drawing primarily on existing data sources rather than extensive primary data collection.

The City will provide access to relevant datasets, including outputs from the URBANE project and the Parking Plan.

Bologna also has access to some simulation tools (URBANE Impact Assessment Radar, CERT Cityqore digital twin, that will be made available to the supplier subject to an initial technical assessment during the inception phase (Task 1), verifying their data compatibility and actual added value for the specific scenario under analysis. If deployed, the municipal team will provide clear guidelines on their operational use; otherwise, the supplier may rely on equivalent, consolidated analytical approaches agreed upon with the City.

1.1 Data Consolidation, mapping and regulatory review: Consolidate existing datasets and studies, map freight movements, vehicle types and delivery patterns on priority tram corridor streets and assess the current ZTL regulatory and spatial framework for loading/unloading. The

analysis should identify key gaps, conflicts with tram operations and pedestrianisation initiatives, and priority issues to address.

1.2 Stakeholders insights and validation: analyse outputs from the interviews conducted by the municipal team with key representatives from logistics operators, shopkeepers on priority streets and relevant municipal staff, to incorporate and contrast these findings with the analytical findings, fill data gaps and ground-truth assumptions before moving to scenario development.

1.3 Synthesis and baseline report: synthesise findings into a baseline report (deliverable 1), clearly identifying priority challenges, key unknowns and the strategic questions to be addressed by scenario assessment in Task 2.

Expected output: Deliverable 1: Task 1 ends with Deliverable 1 – Baseline Analysis Report in both Italian and English versions

3.4.2 Phase 2 - Scenario assessment and matrix

Building on the baseline report, this task produces a Scenario Assessment Matrix comparing 2-3 alternative organisation and regulatory scenarios for last-mile logistics in the ZTL, from incremental improvements to more ambitious consolidated-based models. Scenarios should be also informed by European best practice from cities that have successfully integrated sustainable and zero-emissions logistics and last-mile delivery strategies.

2.1 Scenario Definition and best practice review: develop 2-3 scenarios including (i) optimisation of current system; (ii) regulated access with zero-emission focus; (iii) consolidated-based model with micro-hubs and lockers; informed by structured review of comparable European cities best practices. For each scenario, define delivery organisation, vehicle types (cargo bikes, light EVs, etc), infrastructure solutions (lockers, micro-hubs), and potential innovations (e.g. cargo hitching via tram, unattended delivery).

2.2 Scenario assessment matrix: assess the practical feasibility of each scenario using a qualitative multi-criteria matrix covering impacts on traffic, emissions, public space, operator acceptance, and market readiness. The assessment focuses on whether specific logistic models are operationally viable for Bologna's context. The City will provide access to relevant datasets, existing tools and outputs from the URBANE project and the Parking Plan. The supplier may use these existing analytical resources as appropriate for the delivery of the assignment.

2.3 Scenario selection: support municipality in assessing preferred scenarios, ensuring alignment with the parking plan, tram system, pedestrianisation initiatives and future SUMP update

Expected output: Task 2 ends with Deliverable 2 – Scenario Assessment Matrix in both Italian and English versions

3.4.3 Phase 3 Pilot street framework and zero-emissions roadmap

This task aims to produce a fully worked-up implementation framework for the priority tram corridors streets (Via Indipendenza, Ugo Bassi, Via San Felice and via Lame), covering regulatory, spatial, and organisational measures. The framework follows a two-phased approach. Phase 1 for priority streets, Phase 2 extending to the full ZTL via replication methodology and aligned with the tram construction timeline and mindful of the 2027 SUMP update.

3.1 Access rules and zero-emission transition roadmap: define access rules and loading/unloading organisation for the four priority streets, including time windows, vehicle-based criteria and dedicated delivery spaces. Develop a progressive zero-emission transition roadmap that progressively shifts access to zero-emission vehicles whilst restricting internal combustion engine and fossil fuel-driven vehicles, with intermediate milestones, temporary derogations and incentive mechanisms, scaling from the pilot streets to the full ZTL by 2030.

Incentive mechanisms and differentiated tariffs are to be described at a conceptual level, including their type, rationale, target users and indicative sequencing. Calculating tariff levels, revenue forecasts, funding requirements or economic impacts is not part of this assignment.

3.2 Spatial and infrastructure reference concepts: Building in URBANE project outputs for location identification, and other simulation tools provided by Bologna city team Provide conceptual spatial references for micro-hubs, parcel lockers and delivery areas on priority streets. Prepare illustrative concept layouts for spatial organisation, access and integration with pedestrian and tram infrastructure. Infrastructure solutions are presented as conditional on the preferred scenario defined on Task 2.

3.3 Replication methodology for the wider ZTL: define a clear replication methodology explaining how the pilot street framework can be extended to the full ZTL in a subsequent phase, including a governance model, enforcement responsibilities and alignment with SUMP revision. The replication guide does not require detailed street-by-street assessment of the wider ZTL. It should instead extract lessons from the priority streets to guide replication at scale.

3.4 Stakeholder engagement and validation: due to public works of the tram, the Municipality has already started consultative tables and engagement processes, including interviews with stakeholders. The provider is expected to build on this foundation and support the Municipality to perform additional consultation processes with key stakeholders. The supplier will support the Municipality as follows:

- (i) **Interviews:** analyses the notes and results the Municipality shares, generating structured feedback from findings to feed deliverables;
- (ii) **Survey management:** design one survey (in Italian) for logistics operators, shopkeepers, and other relevant stakeholders agreed by the Municipality, with a target of 30–50 completed responses. The supplier will set up and administer the survey, monitor responses, send one round of reminders in coordination with the Municipality, clean and analyses the results and integrate the findings into the deliverables. Purchase of software or licenses is not required;
- (iii) **Materials for public meetings:** prepare up to two sets of presentation materials, in Italian and written for a non-technical audience, for the Municipality to present scenario results and proposed measures. The supplier may be asked to present technical content at these meetings, within the on-site days set out below;
- (iv) **Validation:** support final validation of the framework with the Municipality. The stakeholder feedback should be integrated in the Pilot Streets Implementation Framework and support final validations with the Municipality to strengthen political and administrative adoption.

The Municipality will lead stakeholder engagement activities. The supplier will support the Municipality in preparing consultation materials, supporting the preparation and management of a targeted survey of operators, analyzing and synthesizing responses, and preparing materials for stakeholder and public meetings. The supplier is not expected to independently lead or facilitate the stakeholder engagement process.

Expected output: Task 3 ends with Deliverable 3 – Validated Pilot Street Implementation Framework in both Italian and English versions

3.4.4 Phase 4 Learning and Knowledge Harvest

Drawing on the full experience of this assignment, this final task aims to produce a concise transferability output aimed at other Mission Cities facing similar challenges – such as historic centres, restricted traffic zones, transit investments, or pedestrianisation strategies – who wish to apply a comparable approach in their context. The output is intended for the use by NetZeroCities for peer learning and knowledge exchange across the mission network, with special focus on the broader cohort of Italian mission cities.

4.1 Transferability and learning output: deliver a concise note (8-10 pages max.) extracting key methodological steps, critical decisions and lessons learned from the Bologna experience, clearly identifying which elements are directly transferable to other cities and which require local adaptation, with reference to the types of urban contexts where the methodology is most applicable.

4.2 Replication factsheet: prepare a one or two-page factsheet summarising the Bologna pilot, the scenario assessment approach, key outputs and replication potential, designed to enrich

mission knowledge repository, support peer learning sessions, and city-to-city exchange across NetZeroCities and Mission platform.

Expected output: Task 4 ends with Deliverable 4 – Learning and Knowledge Harvest Outputs (Transferability and Learning output; and Replication factsheet) in English.

3.4.5 Phase 5 CESF Delivery Report

To be prepared following NZC provided template, as a concise but comprehensive account of the entire process, outcomes and learning, identifying any follow-up actions, next steps, and connectivity to NetZeroCities and Mission Platform service offers.

Expected output: Task 5 ends with Deliverable 5 –CESF Report in English.

3.5 Out-of-scope Activities

For clarity, the following services are specifically out of scope:

- **Detailed engineering or execution-level technical design** for physical infrastructure, such as full construction drawings, technical specifications or permitting documents for micro-hubs, loading bays, street redesigns or other works.
- **Procurement, purchase, installation or operation** of physical infrastructure, vehicles, equipment or software solutions, including but not limited to micro-hub facilities, delivery vehicles, parcel lockers or information technology platforms.
- **Long-term implementation support** extending beyond the duration of this assignment, such as multi-year project management, operational management of logistics systems, or monitoring and enforcement after plan approval.
- **Broad, city-wide community engagement processes** that are not directly linked to urban logistics stakeholders and the ZTL context. Engagement activities are limited to those specified in the Scope of Work, and must be agreed in advance with the municipal team.
- **Activities already covered by other ongoing municipal or European projects**, including work focused solely on electric vehicle charging infrastructure or general parking policy that is not directly connected to urban logistics and last-mile delivery.
- **Development of a comprehensive city-wide Urban Logistics Plan.** This assignment delivers targeted analytical and strategic outputs – a scenario assessment matrix and a pilot street implementation framework – as a first step. The extension of these outputs into a full plan is explicitly positioned as a follow-on phase beyond the scope of this contract.

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

3.6 Milestones

The services are expected to be delivered according to the following (indicative) milestones:

Milestone	Time frame
Kick off with the municipality	Month 1
Baseline Analysis Report (Task 1, Deliverable 1)	Month 2-3
Scenario Assessment Matrix (Task 2, Deliverable 2)	Month 3–5
Stakeholder engagement and validation (task 3, Subtask 3.4)	Month 3-7
Pilot Street Implementation Framework – draft. (Task 3)Month 5-7	Month 5-7
Validated Pilot Streets Implementation Framework – final (deliverable 3)	Month 7-8
Learning and Knowledge Harvest outputs (Task 4, Deliverable 4)	Month 8-9
Final CESF Report outputs (Task 5, Deliverable 5)	Month 9

The City will provide technical coordination, strategic decision-making on scenarios, access to data and integration with existing plans. It will also manage relations with stakeholders and ensure coordination with URBANE and other European projects.

All tasks will be performed with maximum 100 person days' work. The indicative breakdown per task is provided below.

Task	Person-days
Task 1 – Baseline and diagnostics	20
Task 2 – Scenario assessment and matrix	20
Task 3 – Pilot streets framework and zero-emission roadmap	45
Task 4 – learning and knowledge harvest	10
Task 5 – CESF Report	5
Total	100

3.7 On-site Meeting

The delivery of this assignment is expected to include a limited but meaningful number of in-person meetings in Bologna, alongside regular online coordination. These on-site moments are considered important to ensure a shared understanding of local conditions, support effective co-design with stakeholders, and facilitate informed decision-making at key stages of the work.

The selected supplier will be expected to support the City to plan, facilitate and participate in the following in-person activities as a minimum:

- **One in-person early-phase workshop in Bologna (one day)**, aimed at aligning on objectives, scope, data availability, governance arrangements and the overall work plan with the municipal technical team and key internal stakeholders.
- **One in-person working session during the scenario development and roadmap phase (one day)**, focused on discussing preliminary findings, reviewing alternative logistics scenarios, and jointly identifying a preferred direction with the Municipality.
- **Two in-person stakeholder engagement activities in Bologna (2 days)**, the format of which (workshop, target interviews, co-design sessions or other participatory formats) will be agreed in advance with the municipal team. . These meetings are expected to involve logistics operators, business associations, shopkeepers and other relevant stakeholders, and to support structured consultation on proposed regulatory, organisational and spatial measures. Suppliers should plan for a minimum of two such activities, while remaining flexible on format and timing

Additional meetings, coordination calls and working sessions may take place online, as agreed between the supplier and the Municipality during the inception phase.

Suppliers are required to include all travel and accommodation-related costs associated with the above on-site activities in their financial proposal. No separate reimbursement will be provided for travel costs outside the agreed contract value.

3.8 Expected Budget

The maximum budget available for the support is €65.000,00 (VAT excluded) including travel cost and budget for specialist / external experts. Bidders are expected to propose the team composition they consider most appropriate to deliver the assignment and must show a breakdown of proposed team roles, effort allocation and applicable day rates, including involvement of any specialist / external experts insofar as they deem relevant. Should a bidder submit a financial proposal exceeding this planning budget, they are required to provide a detailed justification explaining the rationale behind the higher cost, outlining the added value or specific resource allocation that justifies the variance.

3.9 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 general requirements for the team delivering the services are:

- Ability to **work in Italian on complex technical and regulatory content**, including the drafting of formal planning documents suitable for municipal approval processes.
- A **strong understanding of the Italian regulatory and administrative context**, particularly in relation to urban mobility, freight transport, ZTLs, access regulation and local governance.
- **Methodological continuity** with data analysis and planning approaches already developed for the City of Bologna, including the ongoing Parking Plan supported through CESF.
- Adherence to recognised professional ethics and quality standards in planning, evaluation and advisory services.
- Proven experience in **project and financial management**, with evidence of delivering comparable assignments on time and within budget.
- Working knowledge of European and, preferably, Italian urban mobility and traffic regulation frameworks, including parking management and access control systems.

- Demonstrated experience in **integrating freight and urban logistics planning** with public transport investments (such as tram systems), pedestrianisation schemes and parking strategies.
- Experience in designing and facilitating **stakeholder engagement processes** involving logistics operators, business associations and public authorities, using participatory and co-creative approaches.

The experience and capabilities for the key experts are the following:

Key Expert 1: Team Leader

- **Education:** University degree in transport planning, urban planning, logistics, engineering, or related field;
- **General professional experience:** Minimum 7 years of relevant experience. At least 3 years in a leading role (team leader or project manager)
- **Specific professional experience:** Proven experience in urban logistics planning and policy design. Experience integrating logistics with sustainable mobility policies (e.g. ZTLs, pedestrianisation, public transport projects).
- **Languages:** Fluency in Italian (C1/C2) and English.

Key Expert 2: Stakeholder Engagement / Facilitation Expert

- **Education:** University degree in social sciences, urban planning, public policy, communication, or related field.
- **General Professional Experience:** Minimum 5 years of experience in stakeholder engagement and facilitation.
- **Specific Professional Experience:** Proven experience in participatory processes in urban or mobility projects. Ability to translate technical content into accessible communication. Experience managing conflicting interests is a strong asset.
- **Languages:** Fluency in Italian (C1/C2) and English.

Other Relevant Expertise

These profiles are not mandatory individually, but bidders should demonstrate that these competences are covered within the team.

- Data analysis/modelling specialist (to work with and interpret existing datasets and analytical tools/modelling outputs; no new economic or traffic modelling is required)
- Urban design / Spatial planning relevant to street-level mobility and logistics intervention.
- Stakeholder Consultation experience in supporting public authorities with stakeholder consultation, operator surveys and participatory processes, with ability to translate stakeholder input into recommendations.

These capabilities may be combined across team members and do not necessarily require separate dedicated experts.

3.10 Methodology

The service provider is expected to apply a suitable and professionally recognised methodology to deliver the assignment. The proposed approach should be flexible, proportionate and tailored to the City of Bologna's context.

Therefore, the supplier needs to describe

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

Specifically, the methodology should:

- Provide the flexibility to be revised **together with the City of Bologna** at the start of the service, to build upon existing data, plans and project outputs, including URBANE, the Parking Plan, the tram project and the EV charging infrastructure plan.
- Combine quantitative analysis, where reliable data are available, with qualitative insights from stakeholder engagement and local expertise. The supplier is not expected to conduct detailed economic modelling. Any quantitative material should be proportionate to the 100 person-day envelope.
- Explicitly address alignment with Bologna's broader climate neutrality objectives and its Climate City Contract under the EU Cities Mission.
- Include a small provision of time to engage with NetZeroCities experts around the subject matter.

Suppliers are encouraged to clearly describe their proposed analytical tools, data sources and engagement approaches, while maintaining sufficient flexibility to adjust the methodology in agreement with the City during the inception phase.

3.11 Deliverables

The following deliverables are requested, linked to the task structure and indicative timeline set out above, Where specified, bilingual versions (Italiana and English) are required to ensure usability both by the City and by NetZeroCities for knowledge exchange purposes.

Deliverable 1 (Task 1) – Baseline Analysis Report (in English and Italian)

A concise report synthesising the current situation of freight logistics in the ZTL, drawing on existing data sources and modelling tools (URBANE project outputs, Parking Plan, other studies and available datasets), and key findings from interviews already conducted by the municipal team. The report should clearly identify priority challenges, key gaps in regulatory and spatial framework, and the strategic issues to be addressed by the scenario assessment in task 2.

Deliverable 2 (Task 2) – Scenario Assessment Matrix (in English and Italian)

A structured comparison of 2-3 logistics scenarios for the ZTL, assessed through a qualitative multi-criteria assessment matrix covering regulatory, spatial, operational and feasibility dimensions. The matrix should evaluate impacts on traffic, emissions, public space, operator acceptance, readiness, and be informed by European best practice from comparable cities. The document should provide the City with a clear, evidence-based framework to support strategic decision making and scenario selection,

supported by the municipal team. No monetised cost-benefit analysis, detailed economic appraisal, financial modelling or detailed economic modelling is required from the supplier.

Deliverable 3 (Task 3) – Pilot Street Implementation Framework (in English and Italian)

A fully worked up implementation framework for the four (4) priority tram corridor streets - Via Indipendenza, Ugo Bassi, Via San Felice, and Via Lame - validated with the municipality. The framework should include

- Access rules and loading/unloading organisation for priority streets, including windows, vehicle-based criteria and dedicated delivery spaces.
- Conceptual references for micro-hubs, parcel lockers, and delivery areas, including illustrative concept layouts at a non-engineering level, building on URBANE project outputs.
- A replication explaining how the framework can be extended to the wider ZTL in a subsequent phase, including indicative governance model and alignment with the 2027 SUMP revision.
- A progressive zero-emission transition roadmap scaling from pilot streets to the full ZTL by 2030, with intermediate milestones, temporary derogation criteria, and indicative incentive mechanisms.

Deliverable 4 (Task 4) – Learning and Knowledge Harvest Outputs (in English)

Two complementary outputs designed for use by NetZeroCities for peer learning and knowledge exchange across the Mission network, with particular relevance for the broader cohort of Italian Mission Cities:

- A Transferability and Lessons Learned Note (maximum 8-10 pages): extracting key methodological steps, critical decisions and lessons from the Bologna experience, clearly identifying which elements are directly transferable to other cities and which require local adaptation.
- A Replication Factsheet (1-2 pages): summarising the Bologna pilot, the scenario assessment approach, key outputs and replication potential, designed to enrich the Mission knowledge repository and support city-to-city exchange.

Deliverable 5: CESF Final 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.

3.12 Eligibility

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

- Has insufficient technical, professional or financial capacity to deliver the services.
- Has been bankrupt or insolvent (last 7 years)
- Is sanctioned by a relevant authority
- Does not comply or has previously not complied with our [Ethical Standards for Contractual Counterparties](#)
- Has been convicted of crime, links to terrorism, breach of tax or social security obligations
- Is an individual prior employee of Climate-KIC or the overall Climate-KIC Group (discretionary basis)
- Will continue to be a full-time employee of an EU grant recipient or a Net Zero Cities Consortium partner during the contract term (discretionary basis)
- **Has a price more than the Public Procurement Directive threshold, currently EURO 221,000. Bids of this size cannot be accepted under this procurement process.**

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

Moreover, Net Zero Cities Consortium partners should not participate in this request for proposals as subcontracting between consortium partners is prohibited under EU funding rules.

3.13 Sustainability

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

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

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

4. Contracting (third parties)

4.1 Payment & Invoicing

- Payments will be made following provision of a correctly rendered undisputed digital (via email) invoice to Climate-KIC. The Climate-KIC contract manager will inform the successful bidder where to submit invoices.
- The standard payment term is 100% of the total contract value upon acceptance of the Final Delivery Report. Invoices for the Final Delivery Report may only be submitted following formal written acceptance by the Climate-KIC Contract Manager.
- Payment terms associated with the delivery of goods and/or services must be no less than 30 days net from the date a correct and undisputed invoice is received.
- Any request for a deviation from the standard payment term (e.g., payment in tranches) must be explicitly raised within the bidder's proposal and is subject to the review and prior written approval of the Climate-KIC Contract Manager. If a deviation is approved, all payments will be strictly linked to the achievement of one or more clearly defined deliverables. The Contract Manager reserves the right to approve or reject any requested payment schedule deviation.
- Climate-KIC can provide a purchase order number to be referenced on invoices.
- Requests for deposit payments are generally not accepted.
- If submitting invoices for subscription services, please ensure these fees are itemised and priced at line level.

4.2 Contract Management

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

Climate-KIC can share its standard terms and conditions on request. Bidders may propose their own terms and conditions; however, any final contract must incorporate the requirements below regarding Intellectual Property, liability, data protection and ethical standards:

- Background IPR
 - Each party keeps ownership of the Intellectual Property Rights it held before the contract or created independently of the assignment ("Background IPR").
 - The supplier must grant Climate-KIC a non-exclusive, royalty-free, perpetual and transferable licence to use any supplier Background IPR needed for Climate-KIC to use, adapt or further develop the contract deliverables. This licence may be sub-licensed to Climate-KIC group companies, affiliates or project partners for the same purpose.
 - The supplier receives no rights over Climate-KIC's Background IPR beyond what is strictly necessary to perform the services.
- Foreground IPR: All Intellectual Property Rights created in providing the services ("Foreground IPR") will be owned by Climate-KIC. The supplier must be able to assign these rights to Climate-KIC and take reasonable steps to support this.
- Climate-KIC will ask that service providers comply with the Ethical Standards for Climate-KIC Contractual Counterparties available at <https://www.climate-kic.org/policies>
- Service providers are required to comply with Climate-KIC's standard data protection clauses (can be provided in advance on request) and provide an indemnity for any breach;
- The liability of the service provider to Climate-KIC (and affiliates) to be uncapped in respect of breach of data protection clauses. For all other heads, liability of the service provider to Climate-KIC (and affiliates) may be capped at a reasonable multiple of fees not less than 2X. If applicable, Climate-KIC liability to service provider also be similarly capped;
- No indemnities extended by Climate-KIC to service providers.

5. Award Criteria

5.1 Evaluation across quality criteria

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

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

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

Table 3 - Quality Criteria scoring table

5.2 Evaluation Criteria

5.2.1 Expertise / Experience (30%)

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

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

5.2.2 Capacity to Deliver (10%)

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

1. Current Workload – The suppliers shall provide the current list of projects being delivered by the individuals proposed for this package, this shall include the effort required for existing work as a % of their time (5%).
2. Management Measures – The supplier shall provide detail into how they manage capacity issues as well as provide any additional resources or measures they have in place in the event of capacity issues, or if there is a need for scope increases or acceleration (5%).

5.2.3 Methodology (20%)

The purpose of this criterion is to assess the suitability of the technical approach detailed by the supplier in the offer, particularly with regard to the overall scope of the contract and specifically with regard to the services therein comprised. The proposed methodology should be, therefore, fit for purpose, considering the specific characteristics of the services, the needs of the city or local authority, and risks identified in relation to the contract execution, among other aspects. Some aspects to consider for assessing the proposed methodology:

1. The specific methods and tools the supplier will use to deliver the services and attain the overall objectives of the assignment;
2. The proposed logical sequence of phases for the deliverables (e.g., intake, analysis, reporting, implementation);
3. The intellectual and professional approach to the challenges or issues indicated in the tender specifications, and more in particular, how the team proposed by the supplier will work together and how their specific expertise will be applied to the assignment;
4. How the team will identify potential project risks and what mitigation strategies they propose;
5. The internal quality controls to ensure that the deliverables provided are of a consistently high standard.

5.2.4 Price Criteria (40%)

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

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

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

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

Table 4 - Example scoring methodology for price lots

6. Instruction to Bidders

6.1 Responding with your proposal

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

1. **A Proposal** that sufficiently details the bidder's solution and responds to the prompts and requests contained in this RFP. The bidder is, amongst other items, also kindly asked to provide:
 - their trading name, VAT or tax identification number (if applicable) and registered trading address (*please note, address is not required for an individual*).
 - website links to examples of work previously performed by the bidder if applicable (e.g. portfolios, work products or other).
 - professional references that can be reached by Climate-KIC to verify previous services delivery.
2. **A Quotation** that meets the requirements described at Section 6.2.
3. **Resumes** of individuals that will be assigned to conduct the services described in this document.
4. The total submission (including attachments) must not exceed 30 pages total.

All proposals/offers must be submitted via email to bids@netzerocities.eu by the deadline indicated in this RFP.

For **any requests for clarifications or questions** related to the contents of this RFP, bidders must send an email to cesf@netzerocities.eu.

Climate-KIC reserves the right to reject RFP responses that do not confirm with these guidelines.

6.2 Quotation requirements

1. Please provide a fully itemised quotation English and in Euros, detailing all applicable costs related to the assignment. The quotation must specify:
The supplier's VAT number, including country code, if applicable.

- Whether prices are inclusive or exclusive of VAT.
- Where VAT is applicable, the exact VAT rate (%) to be applied.
- Whether the reverse charge mechanism is expected to apply.

To enable Climate-KIC to assess the financial and tax implications of your bid, please also confirm the following:

If VAT will not be charged:

- Confirm whether the reverse charge mechanism applies.
- Provide a brief explanation of the legal basis (e.g. intra-EU B2B supply of services under Article 196 of the EU VAT Directive).

If VAT will be charged:

- Explicitly state the VAT rate (%) that will be applied to the invoice.
- If the supplier is established in an EU Member State other than the Netherlands, briefly explain why the reverse charge mechanism does not apply, with reference to the relevant national or EU VAT provisions.

Invoicing will be directed to the company **STICHTING CLIMATE-KIC INTERNATIONAL FOUNDATION, VAT NL860987541B01**.

Please note: The correct application of VAT and related legislation is the sole responsibility of the supplier. Climate-KIC reserves the right to request supporting documentation or legal clarification regarding VAT treatment at the contracting stage.

2. **Main Quote Table:** Suppliers must provide a **main quotation table** summarising all deliverables listed in Section 3/3.11 (Scope of Work/Deliverables).
The financial proposal shall be submitted as a fixed-price quotation covering the full scope of the assignment. Unless expressly stated otherwise in the Request for Proposal, no additional costs, expenses or fees (including travel, accommodation, subsistence, overheads, administrative costs or any other incidental expenses) shall be reimbursed by Climate-KIC during contract implementation.

Each row of the Main Quote Table must correspond to a deliverable and include:

- Deliverable name (as listed in Section 3/3.11)
- Unit of measure (e.g. days, weeks, or months — use the most appropriate for the task)
- Quantity
- Unit price
- Subtotal

Please check below "**Table 5**" which is a simple and non-exhaustive example of the main quote table.

The subtotal for each deliverable shall be fully traceable to the corresponding effort and daily rates presented in the Resource Plan (Table 7) and Rate Card (Table 6).

3. **Rate Card:** Suppliers shall provide a **rate card** listing each personnel category/role that will contribute to the assignment, together with the applicable **daily rate in EUR (EUR/day)**. Rates must be **specific to each role** and **must not be blended or averaged** across personnel.

If your organisation normally operates with **hourly rates**, you must also indicate the equivalent **daily rate**, applying the following standard conversion to ensure comparability across bids:

Standard conversion: 1 working day = 8 hours.

The rate card must include all roles foreseen in the delivery of the assignment (including subcontractors or external specialists, where applicable.) and shall use **the same role names** that appear in the **Main Quotation (Table 5)** and the **Resource Plan (Table 7)**. All rates must be **fixed for the entire contract duration** and expressed in EUR, excluding VAT (VAT treatment is covered in the previous section).

Required columns for Table 6:

- Role (use consistent naming across all tables)
- Daily rate (EUR/day)
- Hourly rate (EUR/hour) — optional
- Short description of role

Please check below "**Table 6**" which is a simple and non-exhaustive example of the rate card table.

4. **Resource Plan:** Suppliers shall also provide a **Resource Plan**, showing the allocation of human resources across the project life cycle.
The plan must use a **single consistent time unit**, which for this assignment is **monthly** (i.e. time buckets in calendar months).

This plan ensures full traceability between the resources, the deliverables and the associated costs. The total cost shown in the Resource Plan shall reconcile with the total quotation submitted in Table 5.

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

- The **deliverable(s)** planned for that period (as listed in Section 3.4 – Scope of Work),
- The **role(s)** involved,
- The **number of days** allocated to each role,
- The **daily rate** (EUR/day) — as provided in the Rate Card (Table 6), and
- The **calculated cost** (EUR = days × daily rate).

The **same role names and rates** used in Table 6 must be used in this table and referenced consistently in the **Main Quotation (Table 5)**.

Suppliers may also include a **summary line** at the end of the table totalling the days and cost per role, as well as overall totals per deliverable.

Required columns for Table 7:

- Month / Phase
- Deliverable ID (ref. Section 3.4)
- Role
- Days in month
- Daily rate (EUR/day)
- Cost (EUR = days × rate)

Please check below "Table 7" which is a simple and non-exhaustive example of the resource plan table.

5. For External Suppliers (Non-NZC Consortium): Travel and subsistence costs required for the delivery of the assignment shall be fully included in the fixed-price quotation and clearly itemised. No additional reimbursement of travel or accommodation costs will be made during contract implementation. Time spent travelling is not considered billable. Bidders are encouraged to propose remote collaboration and digital engagement methods wherever possible to minimise environmental and financial impact.
6. 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 shall be signed by an authorised representative of the supplier.
7. The quotation should remain valid at least 90 calendar days from the submission deadline.
8. 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.
9. The bidder shall explicitly declare any current or past institutional, commercial, financial, or organizational relationship with the City/Municipality for which the tender is issued, including but not limited to: a) Membership or affiliation in the bidder's organization b) Any contractual, financial, or in-kind support received from or provided to the Municipality c) Involvement in previous or ongoing projects funded or coordinated by the Municipality d) Participation in governance, technical, or advisory bodies. The bidder shall also declare any potential conflict of interest that could reasonably be perceived to affect the impartial performance of the assignment.

Table 5: Example – Main Quotation Table

Deliverable ID / Name	Unit	Quantity	Unit price (EUR)	Subtotal (EUR)
D1 – Inception Report	days	13	–	10,100
D2 – Final Report	days	20	–	15,800
Total				25,900

Table 6: Example – Rate Card (Resource-Based Quotation)

Role	Daily rate (EUR/day)	Hourly rate (EUR/hour, optional)	Short description of role
Project Manager	900	112.50	Overall coordination and liaison
Technical Expert	700	87.50	Technical lead on energy audits

Table 7: Example - Resource Plan (Monthly Allocation)

Month / Phase	Deliverable ID	Role	Days	Daily rate (EUR/day)	Cost (EUR)
Month 1	D1	Project Manager	5	900	4,500
Month 1	D1	Technical Expert	8	700	5,600
Month 2	D2	Analyst	12	450	5,400

6.3 Terms of this RFP

1. Your proposal should be submitted according to the instructions as detailed in this section and should be valid for a period of at least ninety (90) days from the bid due date. Any proposal submitted outside the scope defined may be rejected without provision for re-submission.
2. Any further information pertaining to this RFP, of whatever nature, must be directed to the Contract Manager detailed in Section 0. 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 alternative suppliers where the successful bidder is, or becomes, uncompetitive
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 0 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 0 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.
18. Following notification of the procurement outcome, Climate-KIC will observe a standstill period of seven (7) calendar days before entering into the contract with the successful bidder. During this period, unsuccessful bidders may submit a written request for clarification regarding the evaluation outcome or request a review of the evaluation process where they consider that the procurement procedure has not been conducted in accordance with the provisions of this Request for Proposal. Any such request must be submitted in writing within the standstill period to the CESF Contract Manager, **Luisa Carretti**, by email at **CESF@netzerocities.eu**. Climate-KIC will consider all requests received before proceeding with contract signature. Upon expiry of the standstill period and provided that no outstanding review requests remain under consideration, Climate-KIC may proceed with the contract award and execution.