NZC CESF Procurement RFP

CESF Procurement Document to be published externally for the purposes of procuring expert support for the City of Bratislava on Facility Management Reform

SGA3-MCCC-030 Bratislava

Date: 03 November 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: Facility Management Reform

Date: 03 November 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 Bratislava. The City of Bratislava is seeking expert advisory services to assess its current facility management arrangements for municipal buildings and other assets, identify opportunities to improve governance, operational efficiency and cost-effectiveness, and compare alternative facility management models. The assignment will include a baseline assessment of existing processes, costs, data and capacities, the development and comparative evaluation of at least three potential operating models, and a detailed implementation roadmap for the model selected by the 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	Bratislava (Slovakia) Services will be delivered remotely to the following locations: • Bratislava (Slovakia) Some onsite services may be required at: • Bratislava (Slovakia)
Climate-KIC Contract Managers for submitting inquiries	Luisa Carretti Shuva Thapa CESF@netzerocities.eu
E-mail address for submitting offers	bids@netzerocities.eu
Proposed contract term for successful candidate	18 December 2026 Expected duration: approximately 15 months

Table 1: Procurement executive summary

1.2 Timelines

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

Planned Date*	Milestones
03 November 2026	RFP issued to bidders
17 November 2026 (23:59 CET Time)	Deadline to submit questions
25 November 2026 (23:59 CET Time)	Bidders submit proposals / **Submission Deadline**
07/11 December 2026	Assessment results announcement (subject to finished evaluations and selection of a winner)
18/23 December 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 Expected budget and Standstill Period

Max. €90,000 (VAT excluded)	Expected budget
1) from €100,000 to €216,000 = 20 calendar days; 2) from €60,000 to €100,000 = 10 calendar days; 3) from €20,000 to €60,000 = 7 calendar days; 4) under €20,000 = none	Standstill Period

1.4 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).

1.5 About NetZeroCities

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

1.5.1 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.

1.5.2 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.

1.5.3 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

From pilots to scale: why facility management reform is needed

The City of Bratislava is advancing a city-wide transition towards its 2030 climate targets under the EU Mission for Climate-Neutral and Smart Cities. In October 2025, Bratislava received the EU Mission Label, confirming the credibility of its Climate City Contract (CCC), including the action and investment plans. The CCC sets targets and flagship measures across key emission sectors, with a substantial focus on municipal buildings and assets – for example, reducing energy consumption in municipal buildings by 35% and increasing renewable electricity supply for city-owned assets to cover at least 20% of annual electricity demand in municipal buildings.

In parallel, Bratislava was part of the NetZeroCities Pilot City Programme and, with its **Building Power** project. The project in Bratislava had two main components:

1. Establishing an Energy Management Team (EMT) and building internal capacities and systems for energy management (EM) of municipal building stock; and
2. Cooperating with businesses in the city to reduce CO_2 emissions and accelerate practical solutions in the built environment.

Under Component 2, Bratislava launched a city–private sector partnership through the **Bratislava Mayor's Climate Challenge** (pilot year 2025 and second year 2026), engaging 16 companies in measurable actions to reduce emissions.

Under Component 1 (which forms the basis for this request for support), the City established an **Energy Management Team** consisting of two energy managers, tasked with developing and piloting a functional mechanism for more effective operation of city-owned buildings. In 2025, the EMT delivered a first set of tangible achievements and pilots demonstrating both savings potential and the need for scale-up:

- Smart energy management (automatic metering) was deployed in 10 buildings, enabling automated readings for electricity, gas, heat and temperature.
- Automated data collection was launched to machine-collect and process energy invoices, enabling consumption tracking and replacing manual reporting.
- Pilot optimisation measures (3 pilot measures in 2025 and more planned for 2026) were implemented, e.g., room-level heating control in a senior home, with expected 20 – 30% gas savings (approx. 50 MWh; up to EUR 5k) and payback within 8 years.
- An internal energy savings campaign for employees at City Hall was prepared to support behavioural and low-cost operational savings.

A key learning from the EMT work is that energy management can only deliver at scale if embedded in a broader facility management model. Without influence over core building operational activities (e.g., boiler rooms, HVAC settings, maintenance practices), energy optimisation remains limited to isolated pilots rather than a portfolio-wide improvement.

Scale of the problem

The City and its organisations directly operate approximately 400 buildings. Of these, approximately 200 buildings are managed by eight facility-management units within the City administration and fall within the scope of this assignment. These units also manage at least 500 additional assets, such as garages and flats.

Under this setup, most building managers cover the full scope of building management activities without specialisation; information and costs (especially operation and maintenance) are fragmented, which

limits consolidated planning and prioritisation, standardised procurement and operation, and economies of scale.

The City and its organisations spend approximately EUR 6 million per year on electricity, natural gas and district heating across the wider municipal portfolio. Buildings and other assets (excluding public lighting) consume approximately 13 GWh of electricity, 16 GWh of natural gas, and 14 GWh of heat from district heating annually. However, energy costs represent only part of total cost of ownership. Other major expenditures, particularly operation and maintenance (O&M), cannot currently be consolidated or reliably quantified at portfolio level due to inconsistent categorisation and decentralised record-keeping.

Under the current setup:

1. Managers are responsible for the full scope of building management activities without specialisation; in many cases, facility-related tasks are pooled with non-technical roles;
2. Maintenance is often reactive focusing mainly on legal obligations, such as mandatory inspections, or on emergency repairs;
3. Capital investment is insufficient to address lifecycle needs, leading to a growing backlog of deferred maintenance and renewal works or increased OPEX spent on quick fixes;
4. Distribution of information across multiple managers prevents effective planning and prioritisation due to a lack of consolidated data and standardisation.

The only major exception to this decentralised structure is the procurement of energy commodities (electricity and natural gas), which is organised centrally for all organisations and city-owned companies. This demonstrates that centralisation is feasible and already delivers value in one area; however, the largest untapped potential lies in standardising and coordinating facility management activities (O&M, service procurement, planning and data) across the portfolio. Without this, the city cannot achieve expected climate targets and scale the EMT's improvements beyond pilots, while the condition of the building stock will continue to deteriorate.

As an overall goal, the City of Bratislava aims to transform how it **manages, maintains and develops its municipal building portfolio by moving from a fragmented, decentralised approach to a coordinated and effective facility management operating model.**

This assignment focuses on the facility-management units of the City administration – list included in Annex 3. City organisations and municipal companies are outside its scope. To support this long-term strategic goal, the City needs expert advisory services to

(i) analyse the current governance, legal (ownership and contractual) framework, processes, costs, data and capacities related to the management of the municipal building and facility portfolio.

(ii) prepare a proposal for facility/building stock management, including:

- clear scope, roles/responsibilities, and governance,
- process and data standardisation requirements,
- resourcing and skills plan,
- financial implications and expected benefits estimation

(iii) a detailed implementation roadmap for one selected model.

1. The assignment is expected to contribute to the following longer-term objectives of the City by contributing the underlying analysis: A robust data foundation enabling informed, high-quality

decision-making, with the greatest benefits realised through subsequent improvements in both capital investment and operational performance;

2. Economies of scale achieved through consolidated management and coordinated actions
3. Staff specialisation with clearly defined expert roles and targeted training;
4. A centralised planning process that enables all buildings in the in-scope portfolio to be assessed and prioritised holistically, reducing the risk of emergency interventions and enabling more strategic, budget-aligned investment planning; and
5. Integration and cooperation between facility management and energy management, leading to more efficient and cost-effective asset operation and delivering long-term financial and performance benefits.

Key stakeholders

1. Project Leads: The Energy Management Team (EMT) and the Climate Office.
2. Steering Committee: Deputy City Directors and the City's Chief Strategy Officer (Steering Committee).

Primary stakeholders

3. Relevant department and unit directors, mainly:
    - the Property Management Department (Sekcia spravy nehnutelnosti or "SSN"),
    - the Rental Housing Department (Sekcia najomneho byvania or "SNB"), and
    - the Internal Management Unit (Oddelenie vnutornej spravy or "OVS")
4. Other facility managers specified in Annex 3

Secondary stakeholders

5. Construction Department (delivers investment), Finance Department and Public Procurement Department.
6.

The assessment will not cover the Municipal police department, which is part of the city administration and manage own portfolio of buildings. City organizations and city companies are out of scope of this assignment.

3.2 Objectives

The objective of this assignment is to enable the City of Bratislava to make an informed decision on how to organise facility management across the eight in-scope units of the City administration. The contractor will assess current responsibilities, processes, costs, staff capacity and legal constraints; develop and compare at least three feasible operating models and their financial implications; recommend an option for city decision. The City will decide whether and how to implement that model, the contractor then prepares a detailed implementation plan for the model selected by the City.

The assignment is intended to support the City's longer-term objectives for its buildings and assets, and the relevant targets in its Climate City Contract and Sustainable Energy and Climate Action Plan (SECAP). Achieving these objectives will depend on subsequent City decisions, funding and implementation; they are not contractual outcomes for which the contractor is responsible under this assignment:

1. establishing multi-year maintenance and renewal planning aligned with the City's budget cycle;
2. reducing avoidable energy and maintenance costs through better building operation and preventive planning;
3. developing a consolidated asset and cost register for the in-scope portfolio;
4. increasing renewable electricity supply for municipal buildings; and
5. making progress towards the City's building-related climate targets.

3.3 Scope

Climate KIC, acting on behalf of NetZeroCities is requesting proposal for expert advisory services to assess the City of Bratislava's current facility management arrangements, compare options for a future operating model and prepare an implementation plan for the selected model. The contractor's assignment comprises Phases 1–3 and builds on completed City-led preparatory work described as Phase 0 below.

- Phase 0 – City-led Preparation and Process Mapping
- Phase 1 – Baseline Assessment and Diagnostic
- Phase 2 – Target Operating Model Options and Decision Package
- Phase 3 – Implementation Plan for the Selected Model

3.4 Phased Tasks / Activities

3.4.1 Phase 0: City-led Preparation and Process Mapping:

In Q1 and Q2 2026, the Energy Management Team (EMT), supported by the Climate Office, conducted an initial analysis of Hard Facility Management (FM) processes focusing on two largest managers.
The analysis included following topics:

1) Mapping of the key FM process areas, focusing on hard facility management.
2) Mapping of 2 largest managers within the city (SSN and OVS), including:

a. identification of which teams are involved in FM activities and in which activities; and
b. definition of interactions between teams and the end-to-end processes applied in practice.
Annex 1 summarises the City's preparatory process mapping. The additional information required for the Phase 1 baseline is described below and is part of the assignment.

3.4.2 Phase 1: Baseline Assessment and Diagnostic

Building on the preparatory process mapping, the advisor will identify the information needed for the baseline, review and analyse the records provided by the City, and supplement them through interviews and workshops to establish how facility management currently functions and what it costs.

The analysis will cover eight facility-management units directly under the City administration, i.e. within one organisation under unified leadership. These units are responsible for approximately 200 buildings (e. g. offices, historical buildings, art schools, apartment houses, technical facilities) and at least 500 additional assets/facilities, such as garages or flats. The baseline will cover the management arrangements and available cost data for all in-scope asset categories. Selected buildings or assets may be examined in greater detail. The City will provide its available list of in-scope (priority and non-priority) buildings and other assets at the start of the assignment.

In this phase, the contractor will:

A. Review and validation of the process analysis outputs from the preparatory stage:

a. At least 2 in-person workshops with internal stakeholders must be conducted to understand the legal and governance arrangements for buildings and other assets and their implications for facility management. The main stakeholder is SSN.

The workshop should specifically provide more detailed information on the relationship between property/legal and contractual management functions — including asset records, ownership and entrusted-management arrangements, lease and use agreements, contractual relationships, and statutory obligations — and technical Hard Facility Management, with the aim of assessing which functions can be organisationally separated and which require close operational integration.

b. In-person interviews with all primary and secondary stakeholders (as defined above) must be conducted to understand technical building management, an investment planning process and execution of plans.

c. Review of legal boundaries given by the law and internal regulations relevant to facility management: ANNEX 2 a list of internal regulations and directives.

Specifically on points a. and b., the contractor must undertake the necessary preparatory work before the workshops. A draft workshop agenda, including the proposed topics and key questions for discussion, must be submitted to the City for approval.
The purpose of this stage is to familiarize the contractor with the City's current situation, institutional and operational context, available information, constraints and limitations. This stage is primarily exploratory and preparatory; it is not intended to produce final analytical conclusions or recommendations, but to ensure that the contractor has a sound understanding of the context before proceeding with the detailed analysis.

B. Data collection and analysis:

The contractor will submit a structured request identifying the information needed to produce the deliverables in Section 3.10. The City will compile and provide the available accounting records and raw data held by the relevant departments. The contractor will review, consolidate and analyse the information provided and document material gaps and their implications for the findings. The project schedule allows up to two months after the data request is agreed for the City to compile the available raw data. Qualitative information, such as details of work orders, re-invoicing arrangements, framework contracts and staff skills, will be explored through interviews with the relevant departments.

Envisaged data and information:

a. Department budget and cost structure for last 3 years, especially OPEX and CAPEX related to the buildings/assets and its nature (eg. utilities, building intervention, recurrent maintenance) with agreed materiality threshold (at least 5 000 EUR).
b. Staff capacity, roles and skills
c. Budget preparation process
d. Public procurement procedures and ongoing contracts relevant to FM services
e. Investment activities (planning, decision-making, etc., CAPEX forecast)

Objective: to collect and analyse data related to building management**.**

3.4.3 Phase 2: Development of optimization models

Based on the Phase 1 baseline, the advisor will propose optimisation options and prepare a decision-ready package for City leadership. This will include:

A. Proposing optimization models based on the collected FM-related data

a. Propose at least three possible models for how Facility Management (FM) should be organized, including a detailed description of the activities and responsibilities involved:

I. a model with full integration of FM into a single team, including an assessment of whether that team should sit within the City administration or in the Bratislava Shared Services Centre (Bratislavské centrum služieb)[1];
II. a model with partial integration of selected activities into one team (for example, energy management), including a proposal for the relationship between the central team and decentralised building managers,
III. a model based primarily on internal regulations, directives and standardised requirements (with decentralised execution), including enforcement and reporting mechanisms.

For each model, the contractor will provide:

b. a summary of the changes to internal rules and regulation that the model would require,
c. a qualitative SWOT assessment
d. prerequisites for successful implementation (e.g., governance decisions, capacity requirements, incentives/remuneration system linked to actual financial savings, IT tools, effective passportization process etc.).
e. an indicative assessment of one-off implementation costs, ongoing costs and potential financial savings for each model, compared with the current arrangements. The contractor will state the underlying assumptions, key risks and the sensitivity of the results to material data gaps. Benefits that cannot be reliably quantified will be assessed qualitatively.
f. a high-level implementation timeline.

B. A high-level estimate of the annual funding needed for maintenance and retrofit of in-scope portfolio, based on the available data and stated assumptions, together with an estimate of the gap between current and required funding

C. A brief summary of relevant facility-management approaches used by other municipalities, explaining which elements could be applied in the Bratislava context and why

The contractor will present the three models, the comparative assessment and its recommended option to the City's key stakeholders. Two in-person workshops will be held to discuss the models and test the assumptions. The contractor will then present the results and its recommendation to the City leadership at one in-person meeting. Following that meeting, the City will select the model to be developed into the Phase 3 implementation plan.

Objective: based on collected data from the first phase propose 3 optimization models with relevant technical and financial analysis including clear recommendation, present the outcomes and recommendation to the city's Key stakeholders.

3.4.4 Phase 3: Implementation Plan for the Selected Model

For the model selected by the City, the contractor will prepare a sequenced implementation plan setting out the main actions, responsible City units, decisions and approvals needed, indicative staffing and funding requirements, dependencies, milestones, key risks and measures for monitoring progress**.**

1. High-level functional requirements for an FM IT system, without selecting a product or preparing software procurement specifications;
2. Minimum requirements for building asset records and the process for creating and updating them;
3. Required staff roles and skills, identified capacity gaps and priority training and specialization needs.

Objective: to support the city in the transformation of the Facility Management (FM).

3.5 Milestones

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

[1] Organization set up by the City to provide share services to its organizations.

Timing	Milestone and responsibilities	Deliverable or decision
Phase 1 Baseline Assessment and Diagnostic		
Month 1	Contractor: organize a kick-off meeting and produce structured data request. City: confirm the request, identify data owners and approve the work plan.	Agreed data request and work plan.
By Month 3	City: compile and provide available accounting and departmental records requested.	Available City data provided for the baseline assessment.
Month 6	Contractor: complete interviews, workshops and data gathering; identify material information gaps.	Baseline information assembled and gaps documented.
Month 8	Contractor: complete the diagnostic. City: review the baseline findings.	Deliverable 1 — Analytical baseline report
Phase 2 Operating Model Options and City Decision		
Month 11	Contractor: submit and present the comparative assessment and recommended option to City leadership after 2 workshops with key stakeholders.	Deliverable 2 — Decision-ready package covering three models
Month 12	City: select and confirm the model to be developed in Phase 3.	City decision on the selected model; Phase 3 can proceed.
Phase 3 Implementation Plan and Close-out		
Month 14	Contractor: submit a draft implementation plan. City: provide consolidated comments.	Draft Deliverable 3 for City review.
Month 15	Contractor: revise and submit the final implementation plan. City: review the final version.	Deliverable 3 — Detailed implementation plan for the selected model
Month 15	Contractor: finalise the public summary and project close-out report after the substantive outputs are agreed. City: validate the reports as required.	Deliverable 4 — Replicability report (Slovak/Czech and English; public). Deliverable 5 — CESF Delivery Report (English).

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.

3.6 On-site Meetings

The meetings below are included in the activities described in Phases 1 and 2; they are not additional meetings. The contractor should include the associated travel costs in its financial proposal. Several meetings may be held during the same visit to Bratislava.

- Kick-off: One in-person meeting with the City project team at the start of the assignment to agree the work plan, stakeholder engagement and approach to the data request.
- Phase 1: Ten in-person meetings are required: two workshops on property, legal and governance arrangements, and one interview with representatives of each of the eight facility-management units. Up to five further in-person meetings may be needed to clarify data and processes. Interviews with other departments may be held online or combined with these meetings.
- Phase 2: Two in-person workshops to discuss the proposed models and one in-person presentation of the decision package to City leadership. The contractor's facility-management and financial leads should participate in these meetings.
- Phase 3: No in-person meetings are required.

Progress meetings and other routine coordination will take place online.

3.7 Expected Budget

The maximum budget available for the support is €90.000,00 (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.

3.8 Required Experience and Capabilities

The contractor must have sufficient financial, economic, technical and professional capacity to deliver the services. The experience and capabilities listed below may be demonstrated by the bidder, a consortium member or a named subcontractor, provided that the entity concerned will perform the relevant part of the assignment:

- The proposed team must demonstrate at least one of the following: (a) experience designing or implementing a facility-management reform in the public sector; or (b) experience managing a centrally coordinated portfolio of at least 50 buildings for one organisation. Buildings from unrelated client portfolios cannot be combined to meet the 50-building threshold.
- Experience in the public sector (municipal, regional, state, public institutions) is a strong advantage, including work under public budgeting and procurement constraints.
- Experience with Slovak legal system connected to the municipal ownership law, the capital city of Bratislava law and other related laws, the public sector employment laws and the public procurement law is a must
- Financial and analytical capability: experience building OPEX/CAPEX baselines, life-cycle maintenance/renewal planning approaches, and developing business cases with quantified impacts, implementation costs, and sensitivities.
- Basic knowledge of facility management IT systems

- Language competency:
    - Fluent Slovak or Czech (spoken and written) for data collection, site engagement, and drafting of Deliverables 1-4.
    - Fluent English and Slovak or Czech (spoken and written) for expert roles.
    - Fluent English (spoken and written) for communication with NetZeroCities and preparation of Deliverable 5.
    - Bidders must include at least two references relevant to the experience claimed in their proposal. Each reference should briefly describe the assignment, the portfolio, the bidder's role and contact for the client.

3.9 Methodology

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

- All interventions should be tailor-made and developed in close collaboration with the City and relevant stakeholders.
- The selected methodology should promote participative and co-creative processes with the City, the project management team and relevant municipal departments.
- The contractor is expected to work closely with the project management team, which will act as the main coordination point between the contractor and municipal departments.
- The methodology should include regular consultations on project progress with the project management team, including validation of interim findings, risks and emerging conclusions.
- The contractor should actively identify and engage relevant departments of the City administration, in particular those responsible for property management, building operation, public housing, internal administration, investment planning, procurement, finance, legal/property matters and energy management. Detailed list of stakeholders and contacts will be provided by the City.
- The contractor should ensure that data collection, interviews and workshops with municipal departments are structured, well prepared and proportionate to the capacity of City staff.
- The methodology should include a clear approach to stakeholder mapping, interview planning, workshop facilitation, documentation of findings and validation of conclusions with the relevant departments. Workshop and/or interview structure should be approved by the project management team.
- The methodology should take into account the complexity of the City's internal governance, existing responsibilities of different departments and the need to avoid proposing models that are not institutionally or legally feasible.

The contractor should clearly distinguish between findings based on data, findings based on stakeholder input, and professional recommendations. The proposed methodology and timeline will be key in evaluation the bid.

3.10 Deliverables

Deliverable 1 — Phase 1 Analytical Baseline Report - The deliverable is subject to the City's approval.

The contractor will submit one analytical report covering the current facility-management arrangements across the eight in-scope units. It will include:

- an assessment of how legal, property-record and contractual management functions interact with hard facility management, including constraints on separating or integrating these functions;
- an analysis of available operating and capital expenditure data for the previous three years; and
- an assessment of staff capacity, roles and skills, including bottlenecks and opportunities for coordination and standardisation.

The report will explain the data used and any material gaps or limitations affecting its findings. It must be submitted in Slovak/Czech and is confidential.

Deliverable 2 — Phase 2 Decision-Ready Package - The deliverable is subject to the City's approval.

The contractor will submit a decision-ready package that includes:

- a comparison of at least three facility-management operating models described in Phase 2, covering for each model the proposed activities, responsibilities and governance; changes needed to internal rules and procedures; implementation requirements; indicative costs and potential benefits incl. sensitivity of the estimates to data gaps; and principal assumptions and risks, SWOT assessments
- a high-level estimate of annual funding needs for maintenance and retrofit, compared with current funding; and
- relevant lessons from other municipalities and the contractor’s recommendation with reasons.

The contractor will present the package to the City leadership. The City will subsequently select the model to be developed in Phase 3.

The package must be submitted in Slovak/Czech. The full version is confidential; a version with sensitive financial and personnel information removed may be made public following review by the City.

Deliverable 3 — Implementation Plan for the Selected Model - The deliverable is subject to the City's approval.

Following the City’s selection of a model, the contractor will prepare a detailed implementation plan covering:

- the sequence of actions, responsible City units, required decisions and approvals, indicative staffing and funding needs, dependencies, milestones and key risks;
- changes needed to internal processes and rules; and
- high-level functional requirements for facility-management IT, minimum requirements for building asset records and their updating, and staff roles, skills and priority training needs.

The plan must be submitted in Slovak/Czech and is confidential.

Deliverable 4 — Public Replicability Report - The deliverable is subject to the City's approval.

The contractor will prepare a public report that:

- summarises Bratislava’s facility-management challenges, the three models considered, the reasons for selecting the preferred model and the main steps proposed for its implementation;

- identifies findings and methods that could be applied to other parts of Bratislava's municipal portfolio or adapted by other cities, including the conditions for doing so; and
- recommends next steps.

The report will not disclose confidential financial or personnel information. It must be submitted in Slovak/Czech and English.

Deliverable 5 — CESF Delivery Report - The deliverable is subject to the City's approval. Following the City's approval, the contractor shall submit the report to the CESF Team for final validation.

Upon completion of the assignment, the contractor will submit a brief report summarising:

- the work carried out, outputs and lessons learned; and
- any follow-on actions or links to relevant NetZeroCities and Mission Platform services.

The City will validate the report as required under the Assignment. It must be submitted in English and is intended for public use.

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.

This report should be validated by the city in receipt of the support, as described in the Assignment contract. 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.

3.11 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 direct full-time employee of an EU grant recipient or a Net Zero Cities Consortium partner during the contract term, where this creates a conflict of interest, incompatibility, or material risk that cannot be adequately mitigated. (discretionary basis)

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.

3.12 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.

3.13 Annexes

Annex 1: https://25618631.fs1.hubspotusercontent-eu1.net/hubfs/25618631/CESF%20Procurements/Bratislava/Annex%201.pdf

Annex 2: https://25618631.fs1.hubspotusercontent-eu1.net/hubfs/25618631/CESF%20Procurements/Bratislava/Annex%202.pdf

Annex 3: https://25618631.fs1.hubspotusercontent-eu1.net/hubfs/25618631/CESF%20Procurements/Bratislava/Annex%203.pdf

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 this project.

Climate-KIC can share its standard terms and conditions on request.

4.3 IPR Conditions

Climate-KIC can share its standard terms and conditions on request. Bidders may propose their own terms and conditions. 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 x 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 (p*lease 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.

Tenderers must be aware of Point 23 of Annex I to the Financial Regulation on abnormally low tenders and of the possibility for rejection of the tender based on it.

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 3/3.10 (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 3/3.10)
- Unit of measure (e.g. days, weeks, or months — use the most appropriate for the task)
- Quantity
- A separate row for the estimated total travel and accommodation costs required for the assignment.
- Subtotal (VAT excluded)

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

The unit of measure and quantity are requested to provide transparency on the estimated effort underlying each deliverable and to support the comparison of bidders' quotations. They do not constitute billable quantities or change the fixed-price nature of the contract.

The travel and accommodation amount must be included in the total fixed price quoted for the assignment. It must represent the supplier's full estimated cost for the planned in-person activities described in Section 3.6. No additional travel or accommodation costs will be reimbursed by Climate-KIC during contract implementation, even if the supplier's actual costs exceed the amount quoted.

The subtotal for each deliverable must be traceable to the corresponding effort and daily rates presented in the Resource Plan (Table 7) and Rate Card (Table 6). Travel and accommodation costs must be shown separately in the Main Quote Table and must not be counted again as professional service fees in the Resource Plan.

Bidders are responsible for ensuring that their quotation covers all costs necessary to deliver the full scope of the assignment. Any cost not separately itemised in the quotation will be deemed included in the total fixed price, unless otherwise expressly agreed in writing by Climate-KIC.

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. The daily rates are required for quotation transparency and cost traceability. They do not establish a separate time-and-materials payment arrangement. The total contract price remains fixed, subject to the terms of the contract and any changes formally agreed in writing by the parties.

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.

The Resource Plan must show the professional effort required to deliver the assignment. Travel, accommodation and other non-professional expenses must be included in the Main Quote Table and must not be counted as professional days in the Resource Plan.

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

- The **deliverable(s)** planned for that period (as listed in Section 3.10),
- 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 3.10)
- 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. 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	Subtotal (EUR)
D1 – Inception Report	days	13	10,100
D2 – Final Report	days	20	15,800
Travel and Accommodation	Fixed amount	1	6,000
Total (VAT excluded)			31,900

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 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 bids@netzerocities.eu by the submission deadline specified in Section 1.2.

10. 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.

11. 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.

12. The formatting of this document and the attached response document should not be altered.

13. 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.

14. 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.

15. This RFP is for consideration in whole and not in part or parts unless otherwise indicated.

16. 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.

17. Climate-KIC shall observe a standstill period between the notification of the contract award decision to all bidders concerned and the conclusion of the contract. The extent of the standstill period is indicated further above in this Request for Proposals. This period applies uniformly regardless of the means by which the award decision is communicated. Where the last day of the standstill period falls on a Saturday, Sunday, or public holiday, the period is extended to the next working day. During the standstill period, Climate-KIC shall not conclude the contract with the awarded bidder, in order to allow unsuccessful bidder the opportunity to submit queries and ultimately challenge the award decision. This disclosure is provided for general informational purposes and does not affect or limit any statutory rights of review available to bidders under the applicable legal framework.

18. Following notification of the procurement outcome, Climate-KIC will observe a standstill period as per the expected budget and the rules mentioned in the section 1.3 before entering into the

contract with the successful bidder. During this period, the standstill 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.