



HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS S.A.

**REQUEST FOR PROPOSAL FOR THE SELECTION OF ADVISOR TO PROVIDE ADVISORY SERVICES IN
RELATION TO THE CARBON REGIONS TRANSITION MASTER PLAN**

26/03/2020

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I. INTRODUCTION

Pursuant to Article 185 of Law 4389/2016 (Government Gazette A'94), the Hellenic Corporation of Assets and Participations (hereinafter "HCAP" or the "Corporation") operates in the public interest in accordance under the rules of private industry.

It is set up to serve a specific public purpose. In particular, the Corporation manages and uses its assets in order to:

- (a) contribute resources for the implementation of Greece's investment policy and to make investments that contribute to strengthening the development of the Greek economy and
- (b) contribute to reducing the financial obligations of the Hellenic Republic, in accordance with Law 4336/2015 (Government Gazette, Series I, No 94).

In order to fulfill its purpose, the Corporation shall act in an independent, professional and entrepreneurial manner with a long term vision in achieving its results, in accordance with its rules of procedure; it shall also act to guarantee full transparency, with a view to enhancing the social and economic value and improving the performance of the abovementioned assets.

II. SCOPE OF SERVICES

The Corporation is seeking to select a reputable advisor, able to demonstrate and provide undisputable evidence of its profound knowledge and relevant experience in assignments of this nature (hereinafter "**Advisor**") and more specifically in the provision of the services {hereinafter "**the Services**") that are being presented hereafter.

II.a. Project Background

In line with the HR's decision to proceed with the decommissioning of the lignite power plants by 2028 and the achievement of relevant environmental and energy targets, as reflected in the National Energy & Climate Plan, through a Decision of the Council of Ministers /Ministerial Council Act Number 52/23-12-2019 (Government Gazette Issue 123A dated 24/12/2019), a Government Committee was established and with the aim to achieve a Fair Development Transition to the post-lignite era of the Region of Western Macedonia and Municipality of Megalopolis of Peloponnese.

The Commission's work is indicatively:

- (a) the approval and monitoring of the implementation of the Territorial Just Transition Plan (TJTP) which relates to all issues arising from the Government's strategic decision on decommissioning, by 2028, of all lignite power plants of the country.

TJTP is an integrated multidimensional road map for the Region of Western Macedonia and the Municipality of Megalopolis and includes a variety of measures,

- (b) the coordination of the conduct of public consultation;
- (c) the coordination of the exploitation of available resources;

Through the above Cabinet Decision, a Steering Committee is also established operating as a Working Group of the case c of paragraph 2 of article 8 of Law 4622/2019, being responsible for the preparation and implementation of the Territorial Just Transition Plan (TJTP), the coordination of activities and actions required for the preparation of TJTP and submission of proposals to the relevant Government Committee.

HCAP wishes to support and assist the Government Committee and the Steering Committee within its scope for the Master Plan and draft Transition Plan and co-operate with the Steering Committee for

enhancing know how and resources. In this context HCAP intends to hire an Advisor in order to provide services in favor of and for the interest of the Hellenic Republic. The Advisor's work will serve as an input to the Master Plan and to the draft Transition Plan for the managed and orderly socio-economic transition of lignite – dependent areas, in (a) the Region of Western Macedonia, and (b) the Municipality of Megalopoli, Arcadia (hereinafter the "Regions").

The Master Plan should be differentiated according to the expected regional/local impact of the transition, as reflected in the documents accompanying the EC proposals for the Just Transition Fund (JTF).

The development of such plan is of high priority for the Hellenic Republic (HR), in order to redirect, reposition and revitalize the local economies, secure existing and create new employment opportunities, through the design and implementation of a rapid and flexible (re)development socioeconomic transformation process.

A comprehensive and multidimensional plan for the Regions, mapping the necessary interventions in identified activity sectors together with the adequate form of support, will serve as a tool to guide this process.

Several studies, including relevant components of PPC's business plan, were or are being carried out by third parties with respect to this topic. Those studies will have to be submitted to a peer review by the appointed Advisor, upon critical evaluation. The outcome of the afore-mentioned endeavor will serve as input to this Work along with the Advisor's own sources of information and primary research outcomes.

Furthermore, in the context of the Green Deal for Europe, the European Commission announced on 14/1/20 its proposal for the creation of a Just Transition Mechanism for targeted support to regions and citizens that will be most affected by this developmental transformation.

The work of the advisor will serve as **an input for the master plan** that – in its final form - will be validated by the SC and the Inter-Ministerial Committee. The Advisor also will assist in relation to the negotiations of the SC with the EC.

II.b. Funding framework

- 1. European Just Transition Mechanism¹** that provides targeted support to generate the necessary investments in these regions.

The Just Transition Mechanism comprises three pillars:

- a) Just Transition Fund (JTF):** It will support, primarily in the form of grants, investment for SMEs, Research & Innovation, clean energy, and digitalization of the circular economy as well as actions to retrain workers and boost employment.

Its programming and management follow the rules of Cohesion Policy. In this respect, the relevant Operational Program (or part thereof) – hereinafter the "JTF OP" - will be prepared under the responsibility of the Ministry of Development, in consultation with stakeholders. Also, according to the Proposal for a Regulation of the European Parliament and the Council establishing the Just Transition Fund, a Territorial Just Transition Plan (TJTP)² has to be drafted (hereinafter the "**Territorial Just Transition**

¹ https://ec.europa.eu/info/news/launching-just-transition-mechanism-green-transition-based-solidarity-and-fairness-2020-jan-15_en

² The territorial just transition plans should identify the territories most negatively affected, where JTF support should be concentrated and describe specific actions to be undertaken to reach a climate-neutral economy, notably as regards the conversion or closure of facilities involving fossil fuel production or other greenhouse gas intensive activities.

Plan” or “JTTL” or the “Transition Plan”. Documents will be negotiated with and approved by the EC.

According to the EC proposal, Greece’s allocation is € 294m (c.a. 4% of the total envelop, amounting 7,5 b €), which will be complemented by a further € 588 to € 882 million transferred from the Structural Funds (ERDF and ESF +). By adding the national co-financing, the national envelope for JTF ranges from 1,102 to 1,470 million €.

- b) InvestEU:** Managed by EIB, it will support, in the form of loans, investments in enterprises and infrastructure, local economies on the road to a new model of growth, ranging at 45 b €. The projects will be financed through competitive procedures (there is no country-specific amount allocated).
- c) EIB Public Sector Facility:** A public sector lending mechanism in cooperation with the European Investment Bank, to support local authorities. It is expected to mobilize investments of € 25-30 billion. The projects will be financed through competitive procedures (there is no country-specific amount allocated).

2. Other European Funding

- a. Cohesion Policy Funds:** ERDF (European Regional Development Fund), ESF+ (European Social Fund), Cohesion Fund. The programming of the strategic (Partnership Agreement - PA) and operational (Operational Programs – OPs) documents is prepared under the responsibility of the Ministry of Development, in consultation with the line ministries and the regions. Documents are negotiated with and approved by the EC.

For the current programming period (2014-2020), funding for Western Macedonia is available³ through the respective Regional Operational Program (total Public Expenditure budget: € 340 million), as well as the national (sectoral) programs. In the next programming period 2021 – 2027, apart from JTF funding, additional projects in these areas may be financed by the Cohesion Fund (supporting infrastructure projects in the transport/environmental sector), but also by the ERDF and the ESF.

- b. EAFRD (European Agricultural Fund for Rural Development):** For the current programming period (2014-2020) total EU allocation for Greece amounts to 4,7 b € (current prices). In the next programming period 2021 – 2027, EAFRD is no more part of the Partnership Agreement, so the programming of the strategic and operational documents will be prepared under the responsibility of the Ministry of Rural Development. Documents will be negotiated with and approved by the EC.
- c. Other:** Other EU Programs, managed by the EC, may finance projects in these areas such as Horizon (on a competitive basis) and the Connecting Europe Facility.

Those territories should be precisely defined and correspond to NUTS level 3 regions or should be parts thereof. The plans should detail the challenges and needs of those territories and identify the type of operations needed in a manner that ensures the coherent development of climate-resilient economic activities that are also consistent with the transition to climate-neutrality and the objectives of the Green Deal. Only investments in accordance with the transition plans should receive financial support from the JTF.

The territorial just transition plans should be part of the programmes (supported by the ERDF, the ESF+, the Cohesion Fund or the JTF, as the case may be) which are approved by the Commission.

³ Eligibility of expenditure until 2023

3. Resources at national level

At national level, resources have already been foreseen for lignite areas, through the Green Fund, where about 6% of the GHG emissions auction scheme revenues (around € 60 million for 2018 and 2019) are committed for the lignite areas.

Additionally, there is an amount to be attributed in 2020 to Western Macedonia and Megalopoli from PPC.

Further support of these areas through a combination of tax - investment incentives from the State Budget will be considered, in collaboration with the competent ministries (Min. of Finance and Min. of Development respectively).

II.d. Project Tasks

Based on work already available, the international experience from similar economic transition projects in Europe and elsewhere, as well as on own sources, information and expertise, the Advisor will prepare an input to the Master Plan and to the first draft of the Transition Plan.

The Master Plan will outline the structural redirection, repositioning and development of the Regions in the short-, medium- and long-term and propose measures, initiatives and policies to (i) compensate any job losses and (ii) create new business and employment opportunities, thereby contributing to the overarching objective, which is the preservation and development of sustainable socioeconomic balance and integrity in the Regions.

The Master Plan **can function as the main input for the Transition Plan** requested for the programming of the Just Transition Fund and the adoption of the JTF OP.

The work of the Advisor will be articulated **in four basic levels**:

- ✓ the analysis of the situation in the geographical areas concerned by the delignitisation;
- ✓ the overall master plan for the transition;
- ✓ the specific Territorial Just Transition Plan needed to program the JTF;
- ✓ the detailed implementation plans.

Hence, the Advisor will undertake the following tasks:

- a) Analysis:** Complete the overview and analysis of the economic, social and energy provision consequences of phasing out the lignite sector in Western Macedonia and Megalopolis, taking into account previous and on-going research in this field. In particular, the Advisor will provide a compilation of existing data for: current socioeconomic structure and value creation; current employment situation (workforce and labor skills); demographic mapping, trends and prospects; infrastructure (airports, road and rail networks, digital infrastructure, energy infrastructure etc.); third party assets (if applicable) and land; educational and research entities, current legislative and regulatory framework (energy, land/mine reclamation, environmental and spatial planning, land uses); public funding (existing and foreseen at national and European level) and tax regime to support transition and state aid regime, connections to the neighbouring countries/regions etc.

In the context above, the advisor will:

- ✓ List the regions affected by the delignitisation process and the estimated effect on regional GDP, production means, employment and welfare in case of no-action
- ✓ Consider, assess, list and prioritize all the business activities that are affected directly and indirectly by the said transition in the Regions.

- ✓ Identify, list and prioritize the local and regional communities' needs that should be addressed in the context of the said transition in the Regions.
- ✓ Perform a mapping of the existing site-related policies (i.e. uses of land)
- ✓ Identify the competitive advantages of the region
- ✓ Identify the authorities/agencies that should be involved in the transformation process and their organization/ resources with respect to the management and implementation of transformation actions
- ✓ Present the experience in other places abroad where such structural transition has happened successfully (e.g. de-industrialization or de-mining of regions)

In gathering the data for this stage, the Advisor should discuss with all stakeholders (e.g. PPC, local authorities, local industries, universities and research institutions, etc.).

Within the above, the Advisor should take into account the relevant work carried out in the same area by the experts of the European Commission (in particular DG REGIO, DG REFORM/World Bank and Joint Research Centre/JRC)".

b) Master plan: Elaborate input to the master plan for the transition towards a new sustainable socio-economic development and energy provision model covering the three mentioned geographical areas, taking into account previous and on-going research in this field. In particular, based on the analysis under (a) above, as well as on European/international best practices and experience, the advisor will:

- ✓ provide input to the new sustainable, balanced and integrated socioeconomic model for the Regions, taking also into account existing competitive advantages (e.g. highly skilled labor force in the mechanical construction and industrial operation section, existing power transmission lines, proximity to Balkan countries, agricultural products, touristic attractions, etc.), value chains as well as the delignitisation timeline;
- ✓ outline a list of measures and policies towards such a model, including rough budget estimation, in the following indicative sectors (hereinafter "Sectors"): Industrial; Infrastructures (ports, road, airports, rail, digital etc.); Agricultural; Research & Innovation; Tourism; Processing / logistics; Energy & Environment; Social Policies (reskilling programs, education, social services etc.), as well as the synergies between the different sector measures; The measures should opt for creation of the conditions for sustainable development without further need of public funds after the transformation period;
- ✓ examine alternative scenarios for a managed, efficient, rapid, realistic and targeted transition to the proposed socio-economic model;
- ✓ make proposals for a new site planning for the regions under consideration, including, when necessary, changes in use, improvements, upgrades, maintenance, etc of key facilities and/or other available public areas and properties;
- ✓ propose incentives for the attraction of private investments in the region;
- ✓ identify and propose improvements/amendments needed in the legal framework, including the decision making competences, that will permit or facilitate and accelerate the activity.
- ✓ provide suggestions for the rapid and efficient management of reallocation and reskilling of existing workers, to fit for the new activity; identify human resources involved in the implementation of the activity;

The challenge to the advisor is to develop sectors of potential investment with specific examples: a) Case studies of areas with significant industry that had to undergo restructuring and attracting new

types of industries and services. Lessons learned and applicable cases. b) provide suggestions on how to get private enterprises involved.

The working assumption of the advisor should be that the master plan covers all possible sources of funding and specific conditions related to those funding sources (the three pillars of the JTM; other EU funding, national funding, PPC funds, etc.). On basis of previous analysis, as well as on input provided by PPC, it should comprise the following components:

- ✓ European Just Transition Mechanism (EJTM)
For each pillar of the EJTM, outline the measures for each Sector to be proposed for funding.
- ✓ Other European Funding
Outline the measures for each Sector to be proposed for funding under a. Cohesion Policy Funds and b. EAFRD
- ✓ National funding
Outline the measures for each Sector to be proposed for support under National funds.
- ✓ PPC regulatory issues
Compile existing legal /regulatory provisions on PPC's rights and responsibility vis-à-vis the decommissioning of lignite-powered plants and present PPC's permitting initiative towards MEE.
- ✓ PPC as an IPP (independent power producer)
Review PPC's capacity development plans in the Regions.

- c) **Just Transition Plan:** On the basis of b) above, elaborate the input to the first draft of the Transition Plan covering the two out of three geographical areas, as required for the programming of the Just Transition Fund (pillar 1 of the JTM) in art. 7 of the **Proposal for a Regulation of the European Parliament+ and the Council** establishing the Just Transition Fund.

The Transition Plan shall contain the following elements:

- (i) a description of the transition process at national level towards a climate-neutral economy, including a timeline for key transition steps which are consistent with the latest version of the National Energy and Climate Plan ('NECP');
- (ii) a justification for identifying the territories as most negatively affected by the transition process referred to in point (a) and to be supported by the JTF, in accordance with paragraph 1;
- (iii) an assessment of the transition challenges faced by the most negatively affected territories, including the social, economic, and environmental impact of the transition to a climate-neutral economy, identifying the potential number of affected jobs and job losses, the development needs and objectives, to be reached by 2030 linked to the transformation or closure of greenhouse gas-intensive activities in those territories;
- (iv) a description of the expected contribution of the JTF support to addressing the social, economic and environmental impacts of the transition to a climate-neutral economy;
- (v) an assessment of its consistency with other national, regional or territorial strategies and plans;
- (vi) a description of the governance mechanisms consisting of the partnership arrangements, the monitoring and evaluation measures planned and the responsible bodies;
- (vii) a description of the type of operations envisaged and their expected contribution to alleviate the impact of the transition to the affected Regions;

- (viii) where support is provided to productive investments to enterprises other than SMEs, an exhaustive list of such operations and enterprises and a justification of the necessity of such support through a gap analysis demonstrating that the expected job losses would exceed the expected number of jobs created in the absence of the investment;
- (ix) where support is provided to investments to achieve the reduction of greenhouse gas emissions from activities listed in Annex I to Directive 2003/87/EC, an exhaustive list of operations to be supported and a justification that they contribute to a transition to a climate neutral economy and lead to a substantial reduction in greenhouse-gas emissions going substantially below the relevant benchmarks established for free allocation under 2003/87/EC and provided that they are necessary for the protection of a significant number of jobs;
- (x) synergies and complementarities with other Union programs and pillars of the European Just Transition Mechanism to address identified development needs.

d) Implementation plan: Elaborate a detailed implementation plan based on the Master and Just Transition plans, including in particular proposals for: rapid decision-making mechanisms; fast track approval, licensing and other procedures; incentives for private investments including tax exemptions; capacity building and technical assistance actions for the authorities involved; and the use of specific available EU technical assistance such as Jaspers; etc.

In relation to the funding sources listed in the table above the Advisor will:

- ✓ JTF: propose an appropriate governance scheme for the JTF OP, including demarcation criteria between JTF OP and ERDF OPs/ROPs and recommendations for accelerating the implementation procedures (project's planning and maturity, accelerated tender processes etc.).
- ✓ Invest EU: draft guidelines and demarcation criteria, in order to avoid conflicts and unwanted competition among various calls.
- ✓ EIB public sector facility: propose ways for leverage financing and methodologies in order for the regions/local authorities to achieve a decent success rates in the competitive calls.

The Implementation Plan shall be accompanied with a roadmap and an appropriate governance model and will be structured and drafted in an appropriate format, enabling the submission for funding, in each respective granting authority.

e) Exceptionalities: Support the discussions with E.C. on exceptionalities for the regions (e.g. in tax rates) in order to achieve the success of the transformation plan.

f) Dissemination:

- ✓ Prepare an introductory report to explain the necessity for transformation of the economic model of the region;
- ✓ Propose a dissemination and public information plan of the Master Plan and its sub-programs;
- ✓ Support the steering committee (point D. below) in the relative actions.

II.c. Project Management

Steering Committee

The above mentioned Steering Committee (set up with the Ministerial Council Act) will constitute the Steering Committee for the present assignment. The SC can invite other relevant authorities or bodies to its deliberations as the case may be, notably the local mayors of the regions concerned. The SC will review progress of works, provide strategic guidance & direction and decisions as necessary. The SC is

assisted by a Technical Secretariat, which will be the daily contact point for HCAP and the Advisor. For the purposes of the Project, the Advisor will be provided with guidelines by the Steering Committee and the Steering Committee will have the responsibility for approving the deliverables of the Advisor.

HCAP will co-operate with the SC as requested and under the guidelines of the SC. Upon the request by the SC, HCAP shall provide support to the supervision of the Advisor as may be requested by the Steering Committee.

For the purposes of the present assignment and throughout its duration, the Advisor will provide administrative support (participation in missions, workshops etc.) to the President of the Steering Committee.

III. NECESSARY QUALIFICATIONS – SELECTION CRITERIA

Interested Parties may be organisations, companies or a consortium of legal entities and/or professionals and must, inter alia, possess and be able to demonstrate and provide undisputed evidence of their profound knowledge in assignments of similar nature. The offers will be assessed according to the following criteria and their respective weights:

III.a. Technical Offer - Dossier A

1. **Track Record & Experience (40%):** Proof of relevant local and international experience in assignments of similar nature and characteristics.

The dossier of the offer should include a list of all material relevant assignments in which the Interested Party has participated in the last five (5) years, as well as a brief description of the relevant assignments, the project scope, the services provided, the budget (if not confidential) and the Bidder's participation rate, the duration of the assignment (start date-end date) and the time of completion as well as the added value if applicable.

The bidder is required to have and demonstrate:

- International experience in relevant projects concerning (preferably) the decarbonisation or other similar /analogous situations, where specific geographical areas are affected through the abolition of operations or business playing a dominant role in the local economic activity /employment.
- Experience in projects concerning the design and management of EU funded programs and/or the implementation of EU funded projects.

For the proof of the bidder's experience a certification from the Assignment Body (Procurement Authority) is required. If the submission of such certificate from the Assignment Body is not possible, the Contractor should submit a Solemn Declaration regarding the specific experience.

2. **Methodology & approach (30%):** Presentation of the proposed methodological approach in connection with the proposed assignment with emphasis on critical issues and proposed methodology, including a timetable.

In particular, Interested parties should, inter alia, have the ability to prove and provide evidence of in-depth knowledge of the subject. In particular, the bidders should submit as part of their proposal a description of their understanding for the project requirements, the proposed methodological approach for the Services as well as for the relevant deliverables. The following are mainly evaluated:

- ✓ Understanding of the project requirements
- ✓ Understanding the challenges to be faced

- ✓ Compatibility of the proposed methodology and approach with the project requirements as well as the best practices;
 - ✓ Completeness and clarity of the methodology, deliverables and timetable.
3. **Project Team (30%):** Proposed team composition and experience as years of relevant professional experience, academic background and expertise record, as well as the project team structure, required to support such a complex and demanding project.

The dossier of the offer should include CVs of all members of the Interested Party's project team, including relevant experience of the senior members of the team, as well as description of their specific added value in the team depending on their area of expertise.

The bidders, as a minimum eligibility criterion, should include in the Management of the project team, at least one (1) Executive, who will lead the team, having ten (10) years of experience in managing complex projects and experience in relevant assignments.

This Executive should submit a declaration, stating the percentage of time that will spend on the project.

Furthermore, the bidders should include in the project team, at least one (1) expert with significant experience in the field of spatial planning.

If a consortium is submitting an offer, all participants / members of the consortium must specify the percentage of allocation of work corresponding to each member of the consortium.

Proposals with a Technical Evaluation score of less than 6 (all selection criteria will be evaluated on a scale between 0-10) in each of the selection criteria will be rejected irrespective of the total scoring achieved for the three selection criteria.

III.b. Financial Offer - Dossier B

The financial offer of the bidders should specify the remuneration for the whole project. The financial offer should be absolutely clear and it will be excluded if it contains proposals that do not allow for accurate and complete comparison of the tenders (for example "For discussion", "Depending on x", "alternative financial offer" etc.) or if it refers to external conditions.

III.c. Calculation of the Combined Score

The combined score (TPMi) for each bidder will be calculated according to the following equation:

$$\text{TPMi} = [\text{TMi} / \text{TMmax}] * 0.70 + [\text{FMmin} / \text{FMi}] * 0.30 \text{ where,}$$

TMi = The Bidder's Overall Technical Rating i (i will be on a scale between 0-10)

TMmax = Highest Technical Score Among Bids

FMi = The Bidder's Financial Offer i

FMmin = The Lowest Financial Offer Among the Bids

IV. CONFLICT OF INTEREST AND FINANCIAL QUALIFICATIONS (Dossier C)

Interested Parties and project team members should declare solemnly that they are not in conflict of interest regarding the services they are required to provide in relation to **HCAP and the Hellenic Republic** and that they do not have a professional relationship, or that they do not provide services to third parties, such as those that may constitute a conflict of interest with **HCAP and the Hellenic Republic** and that in case the assignment is awarded, will be indicated that it will not lead to a conflict of interest for any of the parties involved.

The statement of non-existence of a conflict of interest must be signed by the legal representative of each legal entity participating in the consortium expressly stating that he is also undertaking commitment in relation to the employees of that legal entity.

If an Interested Party participates in the competition in collaboration with external partners acting as external consultants, a statement of non-conflict of interest should also be submitted by those partners.

In case that external partners are used, employees of affiliated companies or other legal entities in joint venture or under subcontracting agreement, then for any legal entity regarding the members of the project team working at it, should be included in the file a statement of non-conflict of interest.

This conflict of interest statement will be valid for the whole duration of the services provided for this project Interested Parties and project team members may be requested at any time to provide clarifications and evidence on conflict of interest issues.

V. DURATION & DELIVERABLES

The duration term of the Engagement for the Services, beginning from the date of signing the relevant Engagement and the relevant milestones for the deliverables is presented in the following table.

Months	1	2	3	4	5	6
Analysis						
Draft input to the Master Plan						
Draft input to the Transition Plan						
Implementation Plan and final inputs to above						

A draft version of the input to the Master Plan will be submitted for public consultation three (3) months after the signature of the contract, on condition of prior approval by the SC. The Advisor will assist the authorities in organizing workshops and presenting the draft input to the Master Plan. Considering all stakeholders' contributions received and based on further analysis, as well as the strategic guidance of the Steering Committee, the Advisor will conclude and submit to the Steering Committee the final input to the Master Plan and the draft input to the Transition Plan 6 months after the signature of the contract.

VI. BUDGET

The maximum available budget is €200,000 (plus VAT, as applicable).

Any travelling and accommodation expenses reasonably incurred at actual cost and shall be reimbursed separately with a cap of up to the 15% of the agreed remuneration, provided that they have been preapproved and relevant invoices have been issued and submitted.

The selected Advisor will be invited to submit a letter of guarantee as described in Section VIII.

VII. SELECTION PROCESS

1. The Advisor will be selected in accordance with the provisions of the HCAP’s Procurement Regulation. The assessment shall take into consideration the qualification and selection criteria as set forth in Sections IV and V above.
2. HCAP may require any additional clarification, addition or adjustment of the submitted offer as deemed necessary. Any clarification or addition to documents shall refer exclusively to non-material discrepancies, omissions or mistakes of an obvious administrative error nature that can be subject to correction or addition and will not materially alter any element of the submitted offer.
3. Interested Parties that do not fulfil the required minimum levels for participation – qualifications - scoring as set above, will not be considered in the selection process.

4. HCAP reserves, at the fullest extent possible and at its exclusive discretion, the right to cancel, suspend, amend or postpone until a later time the selection process to retain the Advisor and award the requested services, without any prior notice, as well as to terminate any negotiations or discussions at any stage of the process, without incurring any liability whatsoever as against any participant and/or any third party.
5. HCAP hereby reserves the right to extend or amend the engagement in agreement with the Advisor and based on the applicable legislative framework, to include complementary services (if necessary), that may be required and cannot be identified at the present time and from a technical, legal and financial perspective will prove to be inseparable from such engagement, in accordance with applicable law.
6. No responsibility or liability is or will be accepted by either the HCAP or any of its advisors, agents, employees and officers in respect of any error or inaccuracy or omission from this document. No person acquires any right or claim for compensation or other from this Invitation or from their participation in the procedure described herein, against the HCAP or any its advisors for any reason or cause.
7. The Advisor to be selected will be required to issue and submit to HCAP a letter of guarantee for the good performance of the Services for an amount which will be equal to 10% of the agreed remuneration.
8. Interested Parties shall be considered to have fully and irrevocably accepted the terms and conditions of this tender.
9. Any dispute arising under, or out of, or in connection with the present Request for Proposal including the offers submitted and the agreement to be signed, shall be subject to the exclusive jurisdiction of the Courts of Athens, Greece and the governing law will be the Greek Law.

VIII. SUBMISSION OF PROPOSALS

The offers of Interested Parties must be submitted not later than 24.04.2020, 18.00 pm Athens time.

Interested parties should submit their offers with the indication "Proposal to Provide Advisory Services to HCAP in relation to the Carbon Regions Transition Master Plan", exclusively via electronic mail (e-mail) to the electronic mail address: info@hcap.gr

The proposal of each Interested Party should comprise of all the above requested dossiers (DOSSIERS A & B and C, see Sections III & IV), along with any other document proving the experience and specialization of the Interested Parties in the relevant Services.

Mandatorily, the technical proposal (DOSSIER A) as well as the financial proposal (DOSSIER B) shall be attached in the email of each interested party separately and should be protected with a different password. More specifically, in the email with the submitted proposal of each Interested Party, should be attached at least two, separated and locked files, otherwise be disqualified.

After lapse of the deadline for submission of proposals, the Interested Parties shall be invited through e-mails to submit the security passwords opening the attached files of their e-mail proposal.