REQUEST FOR PROPOSAL (RfP)
Inclusive Climate Action (ICA) Implementation Guide

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

28 February 2024
1. C40 Cities Climate Leadership Group Inc. ("C40")

C40 is a network of nearly 100 mayors of the world's leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40's three core strategic funders are Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our Website, or follow us on Twitter, Instagram, Facebook and LinkedIn.

The work commissioned herein builds upon the work of three C40 programmes:

1.1 C40’s Inclusive Climate Action

C40 supports mayors in putting equity and inclusion at the heart of climate policies and all other urban decision-making.

This ensures that mayors can engage a wide range of communities and stakeholders, design and deliver policy with fairness and accessibility and distribute the benefits of climate action equitably. There is no climate justice without social justice, and action at the city level is critical to achieve both.

During the Climate Action Planning programme, C40 has developed a comprehensive set of Inclusive Climate Action (ICA) guides and tools. This includes a set of guiding documents and tools for the “Three Pillars” of Inclusive Climate Action: Inclusive process, Inclusive planning and equitable impacts.

While most of these tools are useful, especially during the first steps of implementation, it is important to develop a new Guide to assist cities in integrating ICA as they progress throughout the different phases of implementation.
1.2 UCAP CAI Programme

From 2018 to 2021, C40 provided technical assistance and resources to 35 cities to develop Climate Action Plans (CAPs) that effectively reduce greenhouse gas emissions and enhance climate resilience.

As a second phase of the CAP, The UK government-funded UCAP Climate Action Implementation Programme ([UCAP CAI](#)) is supporting 15 cities in 3 regions from 2022 to 2025 to implement high-impact, priority climate actions and to integrate climate action into city plans, processes and structures. The cities in the programme are:

- **Africa**: Addis Ababa, Accra, Dar es Salaam, Johannesburg, Lagos, Nairobi, and Tshwane;
- **South East Asia**: Jakarta, Kuala Lumpur, and Quezon City; and
- **Latin America**: Bogota, Guadalajara, Lima, Medellin and Mexico City in Latin America.

Each city has selected **two High Impact Actions** to be implemented (30 across the programme), which are encompassed across the transport, waste, and energy and buildings sectors.

1.3 Cities Finance Facility (CFF)

The CFF is a UNFCCC award-winning project preparation facility that focuses on three components: preparing climate-relevant infrastructure projects for financial readiness, linking projects to finance, and replicating and upscaling projects, proven approaches, and instruments. The CFF focuses on the sectors of mobility, renewable energy, waste management, and nature-based solutions, providing benefits including employment opportunities, improving citizens' health, and social equity.

The CFF support empowers city administrations to prepare finance-ready infrastructure projects and to access the most suitable financing solutions, amongst others through preparing necessary technical, legal, and commercial studies, city-led learning and training events, on the job-training, peer-to-peer exchanges, the establishment of inter-departmental decision-making structures and mainstreaming equity and inclusion in all stages of the project development.

The CFF is funded by the Government of the United Kingdom, the German Federal Ministry for Economic Cooperation and Development (BMZ), the Agence Française de Développement (AFD), and USAID. It is jointly implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the C40 Cities Climate Leadership Group.
2. Summary, Purpose and Background of the Project

C40 is looking for a consultancy firm or consultant(s) to develop the Inclusive Climate Action Implementation Guide. Please note that a detailed description of all activities is outlined in section 3 of this document.

Please note that given the scope of this work, bidders should be based in any of the countries where cities are being supported by the UCAP CAI or CFF programmes:
- Africa region: Ghana, Ethiopia, Tanzania, South Africa, Nigeria, Kenya, Senegal, Sierra Leone,
- Latin America: Colombia, Mexico, Peru, Brazil.
- South East Asia: Indonesia, Malaysia, Philippines, India.

2.1 Objective and expected outcomes

The main expected outcome of delivering and disseminating the ICA Implementation Guide for cities would be to equip them with practical guidelines to support them in embedding equity and inclusivity principles during the various phases of climate action implementation. The guidelines will connect the already existing and tested C40’s ICA guidelines in climate action planning stages.

The guide is expected to help cities in addressing the following:

- Understand how cities are using existing C40 tools to integrate ICA into climate action implementation, as well as identify existing gaps and needs.
- Provide clear step-by-step guidance on embedding ICA from the action definition stages throughout and post-climate action implementation.
- Collect success stories, quantification of benefits, and hands-on experience on the integration of ICA across the implementation of climate actions.

2.2 Important considerations

The guidance document is expected to take into account the following:

- It should be aligned and built on previous documents prepared by C40 around the three ICA Pillars and should incorporate insights on how to ensure the integration of these pillars throughout the implementation phase. Please note the considerations around “implementation” outlined in section 3.1.
- This document's key target is city officials from UCAP CAI and CFF cities. However, it is also expected to be used by other C40 programmes working on implementing climate actions.
- A framework is expected to be developed to inform the different steps that cities need to take into account when thinking about the integration of equity and inclusion during the implementation of climate actions.
A set of case studies is expected to be used as examples, including a combination of projects that have been implemented or are under implementation by C40 cities from the Global South.

3. Activities and deliverables

Please note that all activities and deliverables are to be delivered in English.

3.1 Desktop review
Conduct an extensive desktop review to get a sense of C40’s approach to ICA as well as existing materials, including but not limited to the following:

3.1.1 C40’s ICA guides and tools
- Inclusive Climate Action, please refer to the subtopics listed in this link:
  - Inclusive Engagement process.
    - Executive Guide
    - Engagement playbook
  - Inclusive and Equitable Climate Policies
    - Executive guide. Please also note further resources in this link related to:
      - Designing actions with an equity lens.
      - Identifying indicators for monitoring and evaluation.
      - Policy recommendations.
  - Equitable Impacts and Climate Policies
    - Executive guide.
    - Toolkit for equitable impacts
- ICA Checklist for Zero Emission Areas (to be shared with the selected service provider). Please note that this checklist has already considered a specific Pillar on Implementation, which can be used as a first reference.

3.1.2 CFF guides
- The C40 Cities Finance Facility has also developed these resources to be considered:
  - Embedding Equity and Inclusivity in Sustainable Infrastructure A Guidance Note for Cities. Please note that a brief section on infrastructure project implementation has already been considered.
  - Equity and inclusion in financing climate action
  - Inclusive and equitable urban transport
  - A summary of CFF’s projects (Phase 3) and their Equity and Inclusion studies will be available to the selected bidder.
3.1.3 UCAP CAI Programme related materials

The following internal documents will be shared with the selected service provider:

- A high-level overview of each of the 30 actions in the UCAP CAI programme.
- ICA Summary Analysis. The spreadsheet provides an overview of how each of the 30 actions is considering the integration of the three ICA pillars.

3.1.4 Other Best Practice Guidelines

- The desktop review should also consider an analysis of best practices (outside C40) for the integration of equity and inclusion elements during the implementation of climate actions.

Important note on “Implementation”

Given the variety of actions and scope across the regions in the UCAP CAI Programme (e.g. policy development, development of strategies, development of implementation roadmaps, project piloting), as well as CFF’s approach to project preparation and implementation of infrastructure projects, it will be necessary to clearly scope out and define the activities that are involved during the implementation of climate actions.

Please note this Guide should target the needs of cities working on both programmes and across different climate action sectors, including waste, energy and buildings, transport and climate adaptation. This is critical to be defined before developing the framework that is presented in the next section.

Deliverable 3.1: Summary report of desktop review and key findings that will inform the development of the framework.

3.2 Workshops with city officials and C40 teams

To have a clear understanding of the hands-on experience of cities working across different actions across the UCAP CAI and CFF’s programmes, a set of virtual workshops/surveys with city officials and regional teams is expected to be undertaken.

Please note that C40 is open to receiving proposals on how best to gather the information from regional teams and cities. As a starting point, a combination of workshops followed by the completion of individual surveys is suggested. However, bidders are encouraged to propose alternative methods.

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1 Please note that these resources will be provided to the selecting bidder during the inception meeting.
3.2.1 Workshops/surveys with UCAP CAI regional teams

- Prepare and deliver workshops with UCAP CAI’s regional teams to gather lessons learned and challenges about the work being done so far in the integration of ICA across different actions.
- It is suggested that this is followed up by the completion of an online survey (to be designed by bidders) to be able to gather more detailed feedback from each person who attends the workshop.
- **Duration:** 90 minutes.
- **Number of workshops:** Three virtual workshops (one per each region).
- **Number of attendees:** 5 to 10 people per session.

3.2.2 Workshops/surveys with city officials from UCAP CAI

- Prepare and deliver workshops with city officials from the UCAP CAI programme to gather their views on challenges and lessons learned for integrating the ICA approach into their work.
  - A key objective of these workshops is to understand how cities understand and integrate equity and inclusivity into city processes, projects and policies, as well as key barriers, gaps and challenges to achieve this.
- It is suggested that this is followed up by the completion of an online survey (to be designed by bidders) to be able to gather more detailed feedback from each person who attends the workshop.
- **Duration:** 90 minutes
- **Number of workshops:** Three virtual workshops (one per each region).
- **Number of attendees:** 10 per session.
- Please note that, depending on the needs of attendees, interpretation of the local language(s) might be required in these sessions. However, interpretation costs will be covered by C40 (please do not consider these costs).

3.2.3 Workshops/surveys with city officials from the CFF

- Prepare and deliver a workshop with city officials working on CFF’s Phase 3, and also from participants of the previous Phase 2, who worked/are working on successfully integrating equity and inclusion into sustainable infrastructure projects, and their lessons learned.
- It is suggested that this is followed up by the completion of an online survey (to be designed by bidders) to be able to gather more detailed feedback from each person who attends the workshop.
- **Duration:** 90 minutes.
- **Number of workshops:** Three virtual workshops.
- **Number of attendees:** 5-10 per session.
Please note that, depending on the needs of attendees, interpretation of the local language(s) might be required in these sessions. **will be covered by C40 (please do not consider these costs).**

**Please note** the difference in time zones across regions. C40 will help in finding the most suitable time for these workshops. However, for some regions, **workshops might occur outside** standard working hours.

**Deliverable 3.2:** Report of key findings from interviews. This information should be used as a basis for the framework development, described in section 3.3.

### 3.3 Framework development

A framework is expected to be developed, which will set the basis for the different elements and steps that cities need to consider for integrating equity and inclusion during the implementation of climate action.

**Please note in section 3.2.2** that the workshops with city officials aim to understand how cities understand and integrate equity and inclusivity into city processes, projects and policies, as well as key barriers, gaps and challenges to achieve this. This is critical, and the Framework should be aligned and consistent with these findings.

Some of the elements that are expected to be considered during the development of the Implementation Guide, include but are not limited to the following:

- Developing, reviewing and updating stakeholder maps and plans. This might include Incorporating new feedback from stakeholders as the project progresses.
  - Building on existing C40 tools for the planning phase, this should include delivering a clear set of unified guidelines for the development of stakeholder maps.
- Considering the development of equity and/or needs assessments prior to the action implementation.
- Developing mechanisms to monitor and track the successful implementation of policy recommendations from equity assessments.
- Creating or adapting existing governance mechanisms to support ICA integration during the implementation phase.
- Considering tools to assess and monitor the equitable distribution of benefits during implementation. This should include clear examples of KPIs for the different sectors (waste, energy and buildings, transport and adaptation).
- Developing communication strategies to keep relevant stakeholders consulted and informed during the implementation phase.
- Assessing potential co-benefits, their equitable distribution and their monitoring throughout implementation.
- Developing or adapting existing Monitoring and Evaluation tools.
- Developing post-implementation mechanisms to evaluate if the climate actions successfully integrated ICA during the implementation phase and inform opportunity areas for improvement.
- Identifying opportunities to integrate all these considerations into other institutional processes (mainstreaming).

Please note that the framework should be tailored specifically to address the needs of and context of the Global South Cities in the programme, taking into account cultural considerations and acceptability of different forms of inclusion with guidance on how to adapt the framework to the local context in SEA, Africa and Latin America.

**Deliverable 3.3:** Draft framework, which should be shared with the C40 team to be validated before the workshop. Please note that this framework needs to be portrayed in an attractive and easy-to-understand format to facilitate the understanding of the process. In addition, it is important that the framework provides a visual indication of how it is connected to the three ICA Pillars.

**3.4 Workshop to present the draft framework**

After concluding the desktop review, conducting interviews and designing a draft framework, organise a **2-hour virtual workshop with C40 staff** (10-15 people) to present the proposed framework and get relevant feedback. This should include relevant activities to gather key feedback from C40’s team.

The C40 team will provide support for the preparations of the workshop, including checking availability and sending calendar invites. This workshop will be critical to receiving relevant feedback from C40, which should be used to inform the development of the final implementation guide.

Further, the **Framework should be tested with at least one city from each of the three regions from the UCAP CAI programme**, and the feedback of this process should be incorporated into the final Framework. This process should be documented and can be used as part of the case studies to be developed for the UCAP CAI programme (as shown in the next section).

**Deliverable 3.4:** Workshop report, which outlines the key feedback received and how this will inform the next stage of development of the implementation guide.
3.5 Development of case studies

A set of case studies is expected to be developed and included to show how cities are considering the integration of equity and inclusion principles during the implementation phase of climate action.

While C40 will provide some information on key projects, this information is expected to be consolidated and integrated into the Implementation Guide.

The number of case studies will be defined according to the needs of the Implementation Guide, but is expected to include:

- Combine various examples to cover the climate action sectors included in UCAP CAI and CFF programmes: Transport, Energy and Buildings, Waste, and Climate Adaptation. These existing sectoral case studies can be used as an initial reference: Jak Lingo, Transformative Riverine Management and Colombia Prioritising Public Access to Cycling.
- At least two case studies from each of the three UCAP CAI Regions (at least 6 in total). The information might be related to progress in the selected actions that are part of this programme.
- Three case studies from the C40 Cities Finance Facility programme of projects that have already been implemented.
- Case studies are expected to be concise and aligned with the Framework (1 page maximum).

**Deliverable 3.5.**

Please note that the consolidation of case studies is to be integrated as part of the final Implementation Guide (next section). Thus, this deliverable is to be provided as part of Deliverable 3.6. The preparation of case studies should be developed parallel to the desktop review and framework development, and incorporated into the final implementation guide.

3.6 Implementation Guide

Considering all previous activities, all relevant information should be consolidated into the final Implementation Guide.

Please note that this document is intended to inspire cities to integrate equity and inclusion during the implementation phase of climate action. Thus, the format and tone should be engaging and include written guidance but also infographics and visual aids. It should be easy to read and user-friendly and not a technical or “policy heavy” report.

In addition to the Implementation Guide, a slide deck with key information (maximum 15 slides) and a 3-page summary are expected to be delivered.
Please note these materials will be used during further capacity-building activities with cities and to convey the importance of the guidance document. For this reason, particular attention must be given to the considerations around the format and tone described above.

**Deliverable 3.6.**
- Final Implementation Guide in **Word format**.
- Slide deck (15 slides maximum) in **PDF and editable format**.
- 3-pager summary **PDF and editable format**.
- All graphics developed for the Implementation Guide should be shared as high-definition JPEG and in editable format as well.
- 90-minute virtual presentation to C40 Staff to introduce and provide an overview of the final Implementation Guide.

**3.6.1 Note on copyediting and design**

Please note that **Copy editing and design costs should not be included** as C40 will procure these services separately.

The guide is expected to be in Word format and incorporate data analysis, photos, infographics, etc. with **basic formatting**. This Guide will then be provided to a designer to align the format with C40 Guidelines.

It is expected that this resource consists of ideally **around 30 pages (excluding attachments)**. A draft outline includes the following.

- Executive summary
- Introduction
- Context of the guide and links to existing C40 Resources
- Framework presentation
- Step-by-step guidance on how to use the Framework
  - This should include the case studies under each of the steps
  - Provide key links to existing key C40 resources
- Summary of key recommendations
- Attachments: Reports on desktop research and interviews/workshops.

**4. Proposal Guidelines**

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 5pm CST, March 21, 2024. **Any proposals received after this date and time will not be accepted.** All proposals should include clear timetables, how you will work with C40, clear costs and details on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Proposals should include:
Understanding of the project purpose

- How your proposal is responsive to the Evaluation Criteria;
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Any additional activities that are proposed by bidders should be included as optional and clearly show their costs.

Experience working on similar projects

- Examples of past work that are aligned with this proposal;
- Relevant experience of the team who will be involved, highlighting key experience on Inclusive Climate Action implementation in cities from the Global South;
- Explanations of processes delivering projects of a similar scope and in the three regions outlined above (SEA, LATAM, Africa);
- Information about the organisation’s commitment to equity, diversity and inclusion and ethical alignment with C40.

Delivery requirements

- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff (taking note of what is included in Section 3 of this RfP);
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel (their language skills), key roles and responsibilities, and escalation procedure for issues;
- List of key personnel who would be working on the contract, relevant experience and their job descriptions.

Budget and timeline

- Timeframe for your tasks and completion of the project. This should be aligned with the timeframes described in section 5 of this RfP.
- Project management methodology;
- Information about your fee.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.
Feel welcome to refer to C40’s Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

**Contract**

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the C40 Standard Service Provider Agreement.

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for review setting out clearly your rationale for the change.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second-highest Potential Supplier

**Subcontracting**

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

5. **RfP and Project Timeline**

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>February 27, 2024</td>
</tr>
<tr>
<td>Deadline to submit questions to C40</td>
<td>March 12, 2024</td>
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<tr>
<td>C40 responds to questions</td>
<td>March 15, 2024</td>
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<tr>
<td>Deadline for receiving Offers</td>
<td>March 21, 2024</td>
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<tr>
<td>Clarification of Offers</td>
<td>March 22-26, 2024</td>
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<tr>
<td>Evaluation of Proposals + presentations</td>
<td>12 April, 2024</td>
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<tr>
<td>Selection decision made</td>
<td>16 April 2024</td>
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<tr>
<td>All Potential Suppliers notified of outcome</td>
<td>16 April 2024</td>
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</table>
Please note this is only a proposed timeline. However, bidders are welcome to propose alternative timelines as long as the Guide is delivered by 3 September 2024.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Date</th>
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<tbody>
<tr>
<td>Kick off-meeting</td>
<td>30 April, 2024</td>
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<tr>
<td>Desktop review (Deliverable 3.1)</td>
<td>16 May, 2024</td>
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<tr>
<td>C40’s feedback on Desktop Review</td>
<td>24 May, 2024</td>
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<tr>
<td>Interviews with regional teams and city officials and delivery of report (Deliverable 3.2).</td>
<td>14 June, 2024</td>
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<tr>
<td>Framework Development (Deliverable 3.3)</td>
<td>28 June, 2024</td>
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<tr>
<td>Workshop (Deliverable 3.4)</td>
<td>3 July, 2024</td>
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<tr>
<td>C40’s feedback on Framework</td>
<td>12 July, 2024</td>
</tr>
<tr>
<td>Preparation and submission of draft implementation guide (Deliverable 3.6). This should incorporate case studies as described in section 4.5.</td>
<td>2 August, 2024</td>
</tr>
<tr>
<td>C40’s review and inputs on draft implementation guide</td>
<td>16 August, 2024</td>
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<tr>
<td>Presentation and delivery of final Guide</td>
<td>3 September, 2024</td>
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6. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Robustness of the methodology, project delivery proposal and ability to meet the requirements listed.</td>
<td>40%</td>
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<tr>
<td>Diversity, capability, experience, and availability of the proposed team. Commitment to equity, diversity and inclusion as an organisation.</td>
<td>15%</td>
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<tr>
<td>Robust knowledge and previous experience working on climate action implementation, equity and inclusivity, and similar activities to the ones described in this RfP. Demonstrated experience working on similar projects in Global South cities, preferably in cities from the UCAP CAI and CFF programmes.</td>
<td>25%</td>
</tr>
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</table>
Cost Reasonableness measured by:

- **Economy:** minimising the cost of resources used / spending less
- **Efficiency:** the relationship between the output from goods / services and the resources to produce them
- **Effectiveness:** the relationship between the intended and actual results
- **Equity:** the extent to which services reach the intended recipients fairly

| 20% |

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7. **Project Budget**

The maximum budget available for this project (incl. VAT and other ‘hidden’ costs) is **$30,000 USD.**

All proposals must include proposed costs to complete the tasks and deliverables described in the project scope (section 3), including all VAT and taxes. It is required that the costs are itemised showing the value for each of the deliverables outlined in section 3.

Costs should be stated as one-time or non-recurring costs. All costs incurred in connection with the submission of this RfP are non-refundable by C40.

8. **C40 Policies**

C40 expects third parties to able to abide by these C40 policies

- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)

9. **Submissions**

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **March 21, 2024 at 5pm CST:**

Guillemo Gómez Pedrozo  
Senior Manager Inclusive Climate Action (UCAP CAI/CFF)  
gpedrozo@c40.org

**cc:**  
Marina Moscoso  
Knowledge Manager CFF  
mmoscoso@c40.org

Oliver Walker  
Sector Knowledge Manager, UCAP CAI  
owalker@c40.org
Please send any questions to gpedrozo@gmail.com before the deadline to submit questions indicated in section 5. Anonymised responses to questions will be provided here [link] when the Q&A period closes.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.