REQUEST FOR PROPOSALS (RFP)

Project Preparation Assessment on Organic Waste Processing in the City of Ekurhuleni

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

May 2024
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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 co-chaired by Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyerr of Freetown, Sierra Leone. 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](#).

2. **Background**

The City of Ekurhuleni Metropolitan Municipality (CoE; “the City”) is home to a population of over 4 million people. The CoE is an important industrial and logistics hub in the Gauteng Province, South Africa. Through the implementation of the Growth and Development Strategy 2055 (GDS 2055), the City aims to achieve becoming a “delivering, capable, sustainable” city by 2055. The City of Ekurhuleni is situated in the Eastern region of the Gauteng Province and is bordered by the metropolitan municipalities of Johannesburg and Tshwane. The City spreads over 15.6% of Gauteng’s land mass (1,975km²). It is the fourth largest (by population) of the eight metropolitan municipalities in South Africa. The City of Ekurhuleni was established as a metropolitan municipality during the restructuring of local government in 2000, and consists of nine towns namely Alberton, Benoni, Boksburg, Brakpan, Edenvale, Germiston, Kempton Park, Nigel, Springs, and 17 townships, including the well-known townships of Tembisa, Daveyton, Kwa-Thema, and Katlehong.

As part of its strategy, the City has prioritised responding to climate change through various initiatives, including the development of a Green City Action Plan. The plan identifies actions including city-level policies, investments, and planning strategies — that can help the City meet its climate mitigation and sustainability targets.

Specific targets pursued in the Green City Action Plan, which are aligned with the City’s existing Ekurhuleni + Challenge 2030 targets, are as follows:

- 25% reduction in fossil fuel energy use
- 20% reduction in private fossil fuel vehicle kilometres travelled.
- 50% reduction in waste sent to landfill.
- 20% improvement in water security
- 20% reduction in greenhouse gas emissions
The City has committed to prioritising waste action plans as detailed in their GCAP to dramatically reduce the amount of waste disposed and reduction of greenhouse gases (GHG) emissions at landfill sites. Through the Pathway Towards Zero Waste, the City has committed to providing a cleaner, healthier, more resilient, and inclusive environment by providing timely, city-wide waste collection, treating at least 30% of organic waste, and reducing waste disposal emissions by at least 30% by 2030.

Within the City of Ekurhuleni, there are five landfill sites that the city operates, two recycling facilities, seven transfer stations, and about 27 mini-garden sites (where communities dispose of their garden waste). Some of the mini-sites are operated by the City and serviced by private service providers/co-operatives. It should be noted that in four out of five landfill sites, there are informal waste reclaimers that collect recyclable materials. However, a recent trend has been noted where waste reclaimers are moving from landfill sites to transfer stations. To accelerate organic waste diversion from final disposal, it is essential to assess appropriateness of potential waste management sites, operational and economic considerations for sustainable organic waste processing.

C40 and the CoE have recently performed a Waste Composition and Mass Flow Analysis, and a high level analysis of potential interventions in the city to reduce organic waste disposal. These studies are made available for consultation and guidance for interested parties.

3. Transforming Cities Waste Management Programme

Organic waste in the City of Ekurhuleni (CoE) comprises about 53% of the total municipal solid waste generated. This organic waste is responsible for up to 20% of city greenhouse gas emissions, primarily as methane from landfills and dumpsites. In terms of city powers and transformational potential, action to reduce organic waste disposal represents an immense opportunity to reduce methane emissions and deliver significant local benefits on public health, sanitation, and job creation.

According to the latest International Panel on Climate Change (IPCC) Report, addressing methane emissions is the single fastest and most effective way to address current global warming. African cities have a unique opportunity to contribute to this global mission by implementing sustainable waste management systems. C40 is working with cities to dramatically reduce current and future emissions by strategically engaging political leadership. To deliver the most impactful waste management priorities captured in their respective Climate Action Plans, while also building technical, institutional, and operational capacity in the supported cities.

The Transforming Cities Waste Management Programme looks into supporting cities to transform city waste management whilst reducing methane emissions. The Programme provides African cities with the preliminary tools needed to establish sustainable waste management systems and the foundational requirements to put them on a pathway toward zero waste. Cities are high-impact change agents and improving waste management is a key opportunity for cities to reduce methane emissions, and a key priority for mayors, as shown in the Pathway Towards Zero Waste.

In the City of Ekurhuleni, C40 Cities is supporting the City in closing collection gaps, improving residual waste disposal solutions, reducing organics from disposal, and creating and upskilling jobs in the waste sector. Following a consultative workshop, the
City of Ekurhuleni has identified the development of treatment facilities, including the assessment of potential locations, the potential sources of organic waste feedstock and optimal operational conditions for sustainable organic waste processing in the City. As a response, C40 is supporting the CoE through this Request for Proposal to perform a comprehensive project preparation assessment that will inform the implementation of one or more waste treatment facilities to accelerate the reduction of organic waste disposal by increasing waste treatment capacity. Consequently, the City of Ekurhuleni can lead a historical opportunity to make significant contributions to avoid the worst impacts of climate change for this generation and deliver local benefits to their communities.

4. Project Purpose and Description

4.1 Purpose

Following a consultative process with City of Ekurhuleni officials, C40 is seeking proposals from qualified consultancy firms or consortia (This RFP is not for individuals) to conduct a comprehensive project preparation assessment that should include:

- An assessment of potential locations provided and identified by the City to be developed as organic waste treatment facilities.

- An assessment of the availability and compatibility of sources of organic waste suitable for treatment for each suitable location, including, but not limited to food waste, agricultural waste and green waste.

- An analysis of the operational requirements and technological considerations for different organic waste treatment alternatives compatible with the above assessments, including composting, anaerobic digestion and other potential feasible treatments.

- A comprehensive economic analysis, including cost estimation, revenue potential, and financial viability of implementing the assessed organic waste treatment projects.

The five (5) available sites already identified by the City are located in Katlehong, Springs, Boksburg, Benoni and Kempton Park/Tembisa, and the specific details will be provided to the selected consultant.

4.2. Description

The Project Preparation assessment will undertake foundational tasks intended to inform the development of infrastructure projects by the CoE that accelerate the creation of treatment capacity of organic waste efficiently and cost-effectively. This progressive approach aims to determine a prioritisation map for projects according to their enabling and disabling conditions, including geographical location, accessibility, availability of organic waste feedstock, sourcing challenges for the procurement of the organic waste and the economic implication of such projects.

In this manner, the Project Preparation work shall include the following tasks and deliverables:
4.2.1 Inception
A project inception to be conducted with the City and C40 culminating in the following:

- Inception meeting (Deliverable 1) with the C40 project team and City waste team.
- Inception report (Deliverable 2) that includes a work plan on the outline of activities, roles and responsibilities, and timeframes. This should depict a comprehensive strategy to conduct the project preparation assessment on organic waste processing in the City of Ekurhuleni.

4.2.2 Siting Assessment (Deliverable 3)

The consultancy firm or consortium will conduct an assessment and submit a report of the sites provided by the City to determine their suitability for the establishment of one or more organic waste processing facilities, including, but not limited to:

- A regulatory assessment of the provided sites, including land-use limitations or other legal implications related to the development of waste treatment facilities.
- A high level assessment of the civil engineering work required to make the sites suitable for those that are deemed feasible.
- An assessment of site access to basic utilities (power, water, sanitation, waste collection, etc.) and road accessibility.
- Identify potential opportunities and challenges from location and neighbouring land uses.
- Estimate potential treatment capacity according to usable surface and above conditions, including assessing the sites' compatibility with treatment solutions.
- A justification for unfeasible sites based on the above parameters or other identified by the consultancy.

A site assessment summary is required depicting:

- A detailed analysis of the provided sites in Katlehong, Springs, Boksburg, Benoni and Kempton Park/Tembisa.
- An evaluation matrix grading sites according to their suitability and recommended prioritisation.

4.2.3. Feedstock and Operational Assessment (Deliverable 4)

Building on the recommendations and results of previous studies conducted by C40 and the CoE, the findings of the Siting Assessment and the consultant's own due diligence, the consultant will carry out an organic waste feedstock / sourcing and operational assessment; and submit a report. The purpose is to determine the most efficient sources of organic waste suitable for treatment for each feasible site and the operational implications for the development of waste treatment facilities. This assessment shall include:

- Assess the quantity, quality, and seasonality of organic waste feedstocks available, prioritising large generators (including and not limited to the Ekurhuleni Fresh Produce Market and informal settlements) as well as cleaner organic waste streams for each site and the implications on the treatment alternatives in terms of technical, economical and logistical requirements and compatibility with the sites determined capacity.
- In consultation with the Divisional Head, through interviews or questionnaires, engage the farmers and their agents at the Ekurhuleni Fresh Produce Market to determine what happens to their pre and post trading waste.
Identify additional potential sources of organic waste, including residential, commercial, and industrial sectors.

Evaluate the technical requirements and operational considerations for implementing organic waste treatment solutions, including composting, anaerobic digestion, or other feasible approaches.

Identify infrastructure needs, equipment requirements, and operational challenges associated with each site and identify potential feedstock.

Determine approvals and permits that would be required.

Estimate the labour implications for each site and treatment alternative based on estimated treatment capacity, and most compatible treatment alternative.

4.2.4. Economic Assessment (Deliverable 5)

The selected consultant will have to develop an economic assessment and submit a report for the feasible sites. This assessment shall include, as a minimum:

- Develop cost estimates for implementing and operating the feasible organic waste treatment facilities, including capital costs, operating expenses, and maintenance costs.
- Assess potential revenue streams, such as product sales (e.g., compost, biogas), tipping fees, and incentives.
- Conduct a preliminary financial feasibility analysis, including payback period, return on investment (ROI), and sensitivity analysis.
- Make recommendations on business models that allow the City to minimise its financial implications, particularly on capital investments; allow partnerships with private entities through models such as contracting, concessions, PPP and others; and enhance community collaboration for local ownership of initiatives.

4.2.5 Final Deliverables

- Project close-out report (Deliverable 6) that should be professionally well designed with a consistent visual identity. It should include an executive summary and a comprehensive report on the activities and outcomes of the tasks completed.
- Technical reports are to be submitted (in word format, and other associated files e.g spreadsheets; a summary report; 5 pieces of designed hard copies full report; and 3 pieces of designed hard copies executive summary report).
- Project close-out meeting (Deliverable 7) with the C40 project team and City Waste Management team.

4.3. Project Supervision

- Fortnight progress meetings with the C40 project team and CoE project team (and other meetings as necessary to co-produce a report).
- Monthly progress report to include data collection tools employed with sample responses where applicable.
- Four site visits including organic waste generation points, availed waste processing sites and off-taker points to include representation from the City Strategic leadership and C40 project Team.
5. Proposal requirements

5.1. Essential requirements

Interested applicants should develop comprehensive proposals that clearly outline the approach and methodology to fulfil each one of the components of the work described above. The proposals must include:

- **Company / consortium Profile:** Provide an overview of your firm or group of firms qualifications, experience, and expertise in organic waste management, environmental engineering, or related fields.
- **Approach and Methodology:** Describe your proposed approach and methodology for conducting the assessment, including key activities, methodologies, and timelines.
- **Timeline / chronogram:** indicating the different stages, milestones, and contact moments with C40 – adequate review periods should be included
- **Team Qualifications:** Identify the key personnel who will be involved in the project and their qualifications and relevant experience.
- **Proposed Budget:** Provide a detailed budget for conducting the assessment, including all anticipated costs and expenses.
- **References:** Include references and contact details from past projects related to organic waste management or similar assessments.
- **Risk assessment:** Identified risks and assumptions made in planning this work - where risks are identified, appropriate alternatives and mitigation strategies should be outlined.

5.2. Optional components

Bidders are encouraged to include evidence or references of their relevant expertise, ideally including, but not limited to:

- Motivation about collaborating with C40 and supporting the delivery of the project preparation assessment.
- Examples of previous relevant work of a similar scale and structure, explaining the output and impact created, as concrete as possible. References from previous clients are welcome, as well as any links to websites where previous work can be seen.
- Description of corporate social responsibility (CSR) or internal guidelines that show the commitment to a healthy and inclusive working environment.

Please note: Proposals should be written in English, submitted in pdf format, and should not exceed 10 pages of text. Reference material may be placed in annexes. Individual CVs should not exceed 2 pages.

All documentation should be provided in a portable document format, compatible with computer software used by C40 and C40 cities. Editing, formatting, and presentation of electronic files should be of a consistent, professional, and publishable standard.

6. Service Provider Diversity

- C40 is committed to service provider diversity and inclusive procurement through promoting equity, diversity and inclusivity in our service provider base. We believe
that by procuring a diverse range of service providers, we get a wider range of experiences and thoughts from service providers 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 service providers 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 service provider 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.

7. Contract

Contract terms and conditions will be negotiated upon the selection of the winning bidder for this RfP. All contractual terms and conditions will be subject to review by the C40 Legal Department and will include scope, budget, schedule, and other necessary items pertaining to the project. Please note that 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 service providers 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 is 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 service provider.

7.1 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.

8. Project management

C40 will oversee the project and be an active partner, along with the waste technical lead. The successful bidder will be expected to foster close and constructive working relations with the project manager.

9. RFP and Project Timeline
This Request for Proposal represents the requirements for an open and competitive process. All proposals are due no later than 5pm SAST 31 May 2024. Any proposals received after this date and time will not be considered. Accepted and will be returned to the sender.

Evaluation of proposals will be conducted from the submission deadline to 5pm SAST 7 June 2024. If additional information or discussions are needed within this window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than 5pm SAST 10 June 2024. Notifications to bidders who were not selected will be completed by 11 June 2024.

### 9.1 RfP Timeline

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>10 May 2024</td>
<td>Request for Proposals sent out</td>
</tr>
<tr>
<td>13 May 2024 to 17 May 2024</td>
<td>Questions submitted to C40</td>
</tr>
<tr>
<td>20 May 2024 to 24 May 2024</td>
<td>C40 responds to Questions</td>
</tr>
<tr>
<td>31 May 2024</td>
<td>Submission deadline for proposals</td>
</tr>
<tr>
<td>3 June 2024 to 7 June 2024</td>
<td>Evaluation of proposals</td>
</tr>
<tr>
<td>11 June 2024</td>
<td>All potential service providers are notified of outcome</td>
</tr>
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</table>

### 9.2 Project Timeline

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>1 July 2024</td>
<td>Kick-off meeting (deliverable 1)</td>
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<tr>
<td>2 July 2024 to 8 July 2024</td>
<td>Assessment planning</td>
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<tr>
<td>10 July 2024</td>
<td>Submission of inception report (deliverable 2)</td>
</tr>
<tr>
<td>11 July 2024 to 9 August 2024</td>
<td>Site Assessment &amp; report (deliverable 3)</td>
</tr>
<tr>
<td>12 August 2024 to 16 August 2024</td>
<td>Commenting period for the Site Assessment draft report (deliverable 3)</td>
</tr>
<tr>
<td>20 August 2024</td>
<td>Site Assessment final report submission (deliverable 3)</td>
</tr>
<tr>
<td>Date Range</td>
<td>Description</td>
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<td>------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>21 August 2024 to 11 September 2024</td>
<td>Feedstock &amp; Operational assessment &amp; report (deliverable 4)</td>
</tr>
<tr>
<td>12 September 2024 to 18 September 2024</td>
<td>Commenting period for the Feedstock &amp; Operational Assessment draft report. (deliverable 4)</td>
</tr>
<tr>
<td>19 September 2024</td>
<td>Feedstock &amp; Operational Assessment final report submission (deliverable 4)</td>
</tr>
<tr>
<td>20 September 2024 to 11 October 2024</td>
<td>Economic Assessment &amp; report (deliverable 5)</td>
</tr>
<tr>
<td>14 October 2024 to 18 October 2024</td>
<td>Commenting period for the draft Economic Assessment report (deliverable 5)</td>
</tr>
<tr>
<td>22 October 2024</td>
<td>Economic assessment final report submission (deliverable 5)</td>
</tr>
<tr>
<td>24 October 2024</td>
<td>Draft Final Report submission (deliverable 6)</td>
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<tr>
<td>25 October 2024 to 31 October 2024</td>
<td>Commenting period (through stakeholder consultative meeting) of Draft Final Report. (deliverable 6)</td>
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<tr>
<td>4 November 2024</td>
<td>Final Report Submission (deliverable 6)</td>
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<td>6 November 2024</td>
<td>Close-out meeting (deliverable 7)</td>
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Please note that these dates are to be used as a guide and are subject to change.

**10. Project Budget**

The proposal should indicate a cost breakdown structure, outlining the costs for each component of the project (i.e. preliminary scoping, site visits, transport, meeting facilitation, etc.). All costs included in the proposal must be all-inclusive, referring to any VAT, copyright, or bank fees, etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month.

All equipment that needs to be procured and budgeted for the study will be transferred to C40 or the City at no additional cost post project completion. The consultant’s equipment shall remain in their property and custody if their cost is not budgeted to the study.

The consulting entity should provide the necessary workforce required to undertake this study. This study team will work in close collaboration with the City officials assigned to the initiative.

**10.1 Payment Terms**
All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT, taxes and 'hidden' costs. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. All costs incurred in connection with the submission of this RfP are non-refundable by C40. The total project cost should not exceed **USD 30,000**.

The table below highlights the basis of payments.

<table>
<thead>
<tr>
<th>Component &amp; Activity</th>
<th>Payment</th>
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</thead>
<tbody>
<tr>
<td>After finalising contract from both parties</td>
<td>20%</td>
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<tr>
<td>Final Site Assessment Report and Presentation</td>
<td>40%</td>
</tr>
<tr>
<td>Final Site, Feedstock, Operational and Economic Assessment Report, Presentation, Professionally Designed Summary report (English), and Project Closure meeting</td>
<td>40%</td>
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### 11. Evaluation criteria

Submissions will be evaluated against the following criteria:

<table>
<thead>
<tr>
<th>Evaluation criteria</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Relevant expertise, demonstrated experience and understanding of topics outlined in the proposal; related or similar assessments and sustainable organic waste management expertise; and references to previous similar projects and methods used; discussion of how this knowledge will be applied, and possibly expanded upon in this project.</td>
<td>40%</td>
</tr>
<tr>
<td>Project management, work approach, methodology and timeline. The successful applicant will demonstrate capacity to manage a citywide project and provide a plan for regular reporting to the project closure.</td>
<td>25%</td>
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<tr>
<td>Value for money:</td>
<td>20%</td>
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<tr>
<td>• Economy: Assessment of the cost efficiency &amp; budget consciousness of the proposals - Consideration of whether the proposal costs align with the expected outcomes &amp; deliverables.</td>
<td></td>
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<tr>
<td>• Efficiency: Examination of proposed project management approach, resource allocation, and timelines.</td>
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<tr>
<td>• Effectiveness: Assessment of appropriateness and viability of chosen methods and tools to achieve the objectives.</td>
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<tr>
<td>Interpretation of brief and quality of proposal as well as demonstrated expertise and long term experience in South Africa; while in Ekurhuleni City is preferred. The team members should be able to speak in the local language.</td>
<td>10%</td>
</tr>
</tbody>
</table>
12. Compliance with C40 Policies

C40 expects third parties to be able to abide by these C40 policies.
- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)

13. Submissions and questions

Each bidder must submit 1 copy of their proposal to the email address below; copying the second address on or before [5pm SAST 31 May 2024](#).
- Patricia K'Omudho; Technical Advisor: pkomudho@c40.org
- Phumelele Makhanya; Regional Advisor; pmakhanya@c40.org

Anonymised responses to questions will be provided [here](#) when the Q&A period closes.

14. Terms and Conditions

C40 Cities Climate Leadership Group reserves the right to change or cancel the above requirements at any time, without incurring any liability towards any interested party and/or any obligation to inform any interested party of the grounds for its action. All costs incurred in connection with the submission of this RFP are non-refundable by C40 Cities Climate Leadership Group.

14.1 Confidentiality and Non-Disclosure

All data shared during the course of this project will be considered confidential and proprietary information. The appointed consulting entity and representatives shall not disclose, publish, quote, or use any of the provided data for any purpose other than this study and the explicit consumption of C40 and the City of Ekurhuleni. This obligation of confidentiality extends to all individuals involved in the project and shall remain in effect both during and after the completion of the project. Any breach of this confidentiality clause may result in legal action and the termination of the agreement.

Responses submitted will be accessible by all C40 staff and external evaluators.

14.2 Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Service Providers 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 Service Provider as a result of this procurement, nor to accept the lowest price or any tender.