REQUEST FOR PROPOSAL (RFP)

Green Ports Forum Consultant

Consultancy Services to Provide Strategic Advisory in the field of Ports and Shipping decarbonisation.

Work products: Green Ports Forum Benchmarking and Best Practice review, Port and City Archetypes, and Needs Assessment.

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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](#).

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 ability or neurodiversity, ethnicity, and perspective to put forward a proposal to work with us.

Summary, Purpose, and Background of the Project

About C40’s Ports & Shipping team

The C40 Ports & Shipping Programme brings together an ambitious community of action through public-private partnerships with cities, ports, and industry. By working collaboratively, cities and ports can support each other to enable the change needed to make a decarbonised future a reality.

About the Green Ports Forum

Green Ports Forum (Forum) members are cities and ports leading the charge globally on climate action. Members are engaged in leading practices and are looking at ways to accelerate action further. Through the Forum, members aim to learn from their peers, sharing lessons learned and best practices with each other and with the ports and shipping industry more broadly.
Established in April 2021, the Forum has strong engagement from dozens of ports and cities, and is successfully undertaking many collaborative activities, including webinars, working groups, task forces, and also one in-person workshop with 50 participants.

The Forum builds momentum through stronger relationships between member cities and their ports by providing a clear programme of activities and priorities slated for 2024. The next in-person Green Ports Forum Annual Workshop for all Forum members will be held November 6-8 2024.

**Mission Statement**
The Green Ports Forum is a platform for leading cities and ports to accelerate urgent and collaborative climate action aligned with the 1.5°C pathway. We achieve this by working across the entire maritime logistics chain to:

- Mobilise knowledge
- Build coalitions
- Catalyse policy
- Inform infrastructure investment decisions
- Accelerate zero emissions technology and fuel adoption
- Enhance city and port capabilities
- Remove hurdles to accessing capital
- Support project implementation
- Operationalise Green and Digital Shipping Corridors

**Ambition statement**
Green Ports Forum members are unified to achieve zero-emission supply chains aligned with the 1.5°C pathway and support thriving communities that can enjoy clean air, healthy oceans, and resilient economies while creating equitable green jobs.

**Green Ports Forum Goals**
1. Engage in partnerships and initiatives to position ports as regional clean energy hubs for people and planet
2. Facilitate shipping decarbonisation and the operationalisation of ambitious green shipping corridors
3. Empower cities to actively support maritime climate action and maximise benefits for port communities
4. Enable cities and ports to successfully raise capital for projects that decarbonise maritime supply chains

**Green Ports Forum Tactics**
1. Build an active network of green cities and ports through workshops, peer-to-peer support, and a diverse membership
2. Mobilise and exchange knowledge, from toolkits and webinars to research and study tours
3. Enable collective action and a ‘Market Maker’ function for the Forum through joint commitments, industry dialogues, and pilot projects
4. Strengthen ports and cities' capacity for policy advocacy and capital raising efforts, from technical assistance to investor engagement
Additional information about the Forum can be found in the 2024 report, "Greening Ports, Empowering Local Communities." To learn more about our work on city-port collaboration as part of the Green Shipping Corridors working group, read our “Navigating collaboration: Good governance for green shipping corridors” report, published in collaboration with Arup.

Project Context

C40 seeks to enhance knowledge exchange, build capacity, support collaboration, and deliver technical assistance among and for Green Ports Forum members.

One of the strongest drivers of participation in the Forum is the access to shared learnings and peer support. Climate policy and technology in the maritime sector are evolving rapidly, with the advent of innovative multi-stakeholder partnerships like Green Shipping Corridors, and climate action leaders are looking for information on how to approach these novel initiatives, what has worked, and what to avoid.

To date, the Forum’s approach to knowledge exchange has been largely ad hoc, shaped around case study presentations and webinars on specific topics that Forum members have requested. C40 aims to systematise knowledge exchange activities and conduct a more comprehensive gathering and curation of existing climate action and best practices of Forum members, and the impacts of these actions on ports and port communities. Furthermore, C40 offers project implementation assistance to bilateral Green Shipping Corridor partnerships, as well as project preparation and technical assistance support to member cities for climate action initiatives in other areas. Supported projects typically pursue ambitious social and environmental goals, fall under municipal purview (e.g., public transit, waste management, etc.), and leverage extensive funding, financing and support from multilateral development banks and development finance institutions, with whom C40 collaborates on a regular basis. C40 aims to systematise our approach to technical assistance for Forum members. In particular, we aim to develop a programme to support Global South Forum members to attract capital into green port projects.

C40 aims to better understand Forum members' climate activities and impacts, the contexts in which they operate, as well as their current capacities and needs. The information gathered during this project will inform the design of a technical assistance programme tailored to the objectives, capacities, and needs of Green Ports Forum members.

Project Objectives

- Benchmark Forum members' climate actions and impacts to develop a comprehensive understanding of their efforts.
- Analyse port-city interactions to identify current capabilities, gaps, and opportunities for effective collaboration to drive climate action.
- Create a structured method for collecting and categorising ports' and cities' climate action activities to focus knowledge-sharing efforts.
- Develop a meaningful membership strategy based on identified capacity, needs, and priorities.
- Identify port and city ‘archetypes’ to link suitable climate actions and understand collaboration opportunities.
Assess members’ climate ambitions and capacity gaps to inform the development of technical assistance initiatives and support programmes.

Scope of Work

This section sets out the proposed activities. Proponents will outline their approach to delivering the desired outcomes. They may add, remove, or edit proposed activities and advise on an alternate approach if they determine a different approach is necessary.

Summary of desired outcomes and proposed activities

<table>
<thead>
<tr>
<th>Desired outcomes</th>
<th>Proposed activities</th>
</tr>
</thead>
</table>
| (1) Systematic Review and Benchmarking of Forum members’ Existing Climate Actions | - Undertake a systematic review of members’ climate actions and impacts, as well as best practices  
- Design and administer a “Pulse Check” survey and related activities to gather comprehensive data  
- Develop templates for future “Pulse Check” surveys allowing C40 to track progress over time  
- Identify key performance indicators to track the performance of climate actions |
| (2) Creation of Port and City Archetypes | - Develop archetypes based on port and city characteristics, port-city interactions and the nature of the relationship between the port and the city  
- Identify the suitability of climate actions for different archetypes |
| (3) Production of a suite of public-facing documents (in English, Chinese, French, and Japanese) | - Develop knowledge products and public-facing documents.  
*A list of desirable documents is included in the section below.* |
| (4) Systematic Needs Assessment of Forum members’ climate goals and capacity gaps | - Develop and administer a Needs Assessment method and delivery approach to gather Forum members’ capacities and needs  
- Summarise the results and highlight groupings of members with similar gaps  
- Create categories of activities encompassing members’ gaps and needs |
| (5) Internal documentation, project evaluation, and recommendations on design of Green Ports Forum Membership | - Highlight insights and learnings from work completed, including any risks, challenges, or issues identified  
- Share insights on Forum membership criteria and approaches |

Working with C40 and planning engagement with Green Ports Forum members

For this project, C40 requires proponents to comply with the following ways of working when outlining their approach to the work:

- C40 will oversee direct outreach and requests for information to Forum members and other stakeholders. Engagement with ports and cities will predominantly be in their respective local languages. Current members’ preferred languages include: English, Chinese, French, and Japanese. Language skills offered by the project team will be part of the proposal evaluation.
- Proponents should suggest approaches that will maximise outputs from Forum members while taking into account their capacity limitations. This applies to activities for Desired Outcomes 1, 2, and 4.
Desired outcome 1: Systematic Review and Benchmarking of Forum Member Climate Actions

At a minimum, C40 envisages this work will include:

- A systematic review of members’ existing climate actions and best practices that will enable an understanding of the types of climate actions that Forum members are engaged in, benchmarking of various levels of performance, and a high-level picture of the impact these activities are delivering for ports and port communities.
- Design of a “Pulse Check” survey and related delivery method as a key tool for understanding the climate actions of Green Ports Forum members. The survey must be replicable over time to track progress.
- Administer the first “Pulse Check” survey to all Green Ports Forum members, and analyse and present findings. Note: ‘survey delivery method’ in this case may include online and offline forms and the need for supplementary virtual interviews.

Review and benchmarking

The proponent should describe their approach to conducting the systematic review to gather, collate, categorise, and compare Forum members’ climate actions, best practices, and their impact. The goal is to develop a baseline understanding of the types of climate actions Forum members implement, and their impact on greenhouse gas emissions, air quality, and local economy/jobs, as well as the potential to drive energy transition, green investment, and clean technology adoption, for ports and port communities.

Proponents should:

- detail how their approach includes both primary and secondary data collection (e.g. a desktop review of publicly available information and climate action plans, direct stakeholder interviews and data requests, focus groups, etc.)
- advise how the approach will dovetail with other frameworks (e.g. Green Marine Certification, AIVP Self Assessment tool, CDP Public Authorities Questionnaire and Infrastructure Matchmaker, EDF Port Decarbonization Dashboard, SBTi Maritime Guidance, Poseidon Principles, EU and China Green Taxonomies, or other frameworks that apply to the maritime sector)
- advise on how the approach will facilitate comparison and interoperability with these other frameworks (e.g. the proposed categories align with recognisable standards, categories are easily identifiable by potential investors, or Forum members can benchmark their performance against global standards and inform their climate action planning).
- consider how this exercise will identify replicability and key success factors for different types of climate actions.

The proponent should consider how the review and benchmark will tie in with Desired Outcome 2 ‘Creation of Port and City Archetypes’. For example, climate actions will be categorised according to how cities collaborate with their ports. This could include identifying climate actions suited to situations of low city-port collaboration to activities requiring stronger city-port cooperation.
Out of Scope: We do not plan to create a new rating system or directly measure greenhouse gas emissions reductions. Rather, we aim to outline and create a taxonomy to understand and communicate the key areas in which ports and cities can collaborate on effective climate action, and to collect and curate Forum members’ best practices and lessons learned. Impacts may include quantified emissions reduction but impacts should also consider green jobs, climate innovation, and public health benefits related to improved air quality and other positive externalities.

Illustrative categories of climate actions

<table>
<thead>
<tr>
<th>Categories</th>
<th>Description or sub-categories</th>
</tr>
</thead>
</table>
| Business strategy                 | Climate goals and targets  
                                       | Climate reporting and Disclosure Frameworks  
                                       | Executive and board engagement  
                                       | Climate training and education  
                                       | Comprehensive approaches such as ongoing Green Shipping Corridor projects  
                                       | Sustainability and external certification  |
| Energy and efficiency             | Onsite renewable energy  
                                       | Shore power  
                                       | Zero-emission port equipment and technologies  
                                       | Zero-emission fuel bunkering  
                                       | Zero-emission fuel production  |
| Trade, investment, and economic development | Local economic development  
                                           | Climate innovation  
                                           | Foreign direct investment  
                                           | Start-up incubation  
                                           | Cluster development strategies  |
| Sustainable finance               | Green bonds  
                                       | Sustainability linked loans  
                                       | Innovative financial instruments  |
| Community engagement, inclusive approaches, just transition principles | Workforce development  
                                           | Green jobs  
                                           | Indigenous Reconciliation  |
| Other                             | Adaptation  
                                       | Circular economy  
                                       | Spatial planning to avoid habitat loss  |

Pulse Check survey

C40 aims to conduct an annual “Pulse Check” survey of Green Ports Forum members and to continue to collect and assess this dataset over time.

Proponents should:

- outline how they will create and administer the inaugural “Pulse Check” survey. This includes recommendations on how to systematise data collection without overloading stakeholders, and any methods to maximise member participation.
- identify any potential challenges with data collection and how these risks will be mitigated and addressed. This should be explained by means of a schedule of
activities, detailing at least the outreach periods and the data collection expectations for ports and cities.

- explain how they will assess the delivery of the first "Pulse Check" survey, to revise, edit, and improve the approach for future surveys.
- consider how the survey results will be synthesised and communicated.
- recommend tangible, quantifiable, or easy-to-report indicators ("real world outcomes") of given port- and city- climate action. Examples of indicators are listed in the table below.

Proponents should outline how the administration of the “Pulse Check” survey feeds into other objectives of this project. For instance, proponents should explain how the process will tie in with Desired Outcomes 2 ‘Creation of Port and City Archetypes’ and 4 ‘Systematic Needs Assessment of Goals and Capacity Gaps’. The data and insights collected through the “Pulse Check” process should inform the establishment of archetypes and the development of future programming and a technical assistance programme.

The deliverables should include a set of working documents and templates that C40 can use to administer the “Pulse Check” survey in future, including recommendations on how data should be analysed and results interpreted. The final documents and templates should also reflect lessons learned from the inaugural “Pulse Check”.

### Illustrative examples of “real-world” outcomes of port- and city-climate action

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emission reductions</td>
<td>- X% CO₂ reductions linked to ports &amp; shipping decarbonisation in Forum members by 2030&lt;br&gt;- X number of activities replicated at local, national, regional levels</td>
</tr>
<tr>
<td>Health and Air Quality</td>
<td>- X% PM₂.₅ reductions in Forum members by 2030 and number of avoided premature PM₂.₅-related deaths per decade&lt;br&gt;- X% NOₓ reductions in Forum members by 2030 and related reduction in new asthma cases avoided per decade&lt;br&gt;- Average PM₂.₅ and mortality reductions from Forum members by 2030&lt;br&gt;- Amount/decade saved due to improvements (e.g. $X amount saved per decade in cost from avoided mortality, and $Y per decade in cost of disability or morbidity (in terms of income losses from illness, health expenditures, time losses, and the welfare costs of pain and suffering.)</td>
</tr>
<tr>
<td>Local economy</td>
<td>- X number of good green jobs created linked to decarbonisation activities by 2030 and by sectors (e.g. construction, transport, clean energy), and related contribution to local economy&lt;br&gt;- New upskilling programmes set up to support just transition&lt;br&gt;- New investment opportunities unlocked/ increase $ foreign direct investment/ increase $ cleantech venture capital&lt;br&gt;- New incubation and acceleration programmes to support blue/green economy start-ups and scale-ups&lt;br&gt;- X new climate innovation projects; increased adoption of zero-emission technologies and fuels&lt;br&gt;- increased understanding of the economic arguments in favour of a just transition linked to shipping decarbonisation and an increased capacity to implement related activities</td>
</tr>
</tbody>
</table>
Desired outcome 2: Creation of Port and City Archetypes

Many climate action activities will be context-specific and may apply to some ports and cities and not to others. Therefore, it is important to contextualise the activities and best practices with information about the types of ports and cities that can effectively undertake these initiatives.

At a minimum, C40 envisages this work will include:

- The creation of a number of port and city archetypes based on typical port and city characteristics, including characterisation of the port-city relationship.
- Tailored recommendations for each archetype on the highest-priority and most effective climate action activities that deliver positive impacts for those cities, ports, and port communities.

Creation of Archetypes

The proponent:

- should describe their approach to the creation of archetypes (e.g. desktop research, stakeholder interviews).
- should indicate how they will assess different types of ports and cities, for example, which characteristics are most helpful to construct the archetypes and why. City archetypes should identify how cities are actively supporting port climate action and which archetypes maximise benefits for port communities.
- may utilise their knowledge and relationships with any major port or city, in addition to information gathered from Green Port Forum members. However, all Forum members must be linked to an archetype.

Proponents should consider how the archetypes will tie in with Desired Outcome 1 ‘Systematic Review and Benchmarking of Forum Member Climate Actions’. For example, high-impact climate action activities could be categorised based on which type(s) of port or city archetype(s) they relate to. Climate actions could be categorised based on their suitability in situations of low city-port collaboration. At the very least, for each archetype,
proponents should highlight at least one priority climate action that requires some level of city-port collaboration.

Note on timing this activity: Development of the archetypes may happen concurrently with the benchmarking and “Pulse Check” activities.

### Illustrative port characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal operating environment</td>
<td>- Volume and type of cargo, cruise, bunkering hub, inland port</td>
</tr>
<tr>
<td>Regulatory authority and policy-making role</td>
<td>- For example, ability to charge fees, in particular with respect to influencing climate action</td>
</tr>
<tr>
<td>External operating environment</td>
<td>- For example, ability to raise capital, borrowing, issuing bonds</td>
</tr>
<tr>
<td></td>
<td>- Global South or Global North</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Electrification, shore power, access to grid, availability of land for clean energy generation and storage</td>
</tr>
<tr>
<td>Role in sustainability and energy transition</td>
<td>- Clean fuel bunkering, production, import/export</td>
</tr>
<tr>
<td></td>
<td>- Clean energy workforce</td>
</tr>
<tr>
<td>Governance structure and formal relationship with the city</td>
<td>- Fully or partially owned by city or other level of government; city has a seat on the board; fully privatised</td>
</tr>
</tbody>
</table>

### Illustrative city characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal operating environment with respect to port</td>
<td>- Political support for port climate action</td>
</tr>
<tr>
<td></td>
<td>- Existence of city-port collaborative climate action plan</td>
</tr>
<tr>
<td></td>
<td>- City department(s) responsible for maritime sector (e.g. climate, investment, green jobs, air quality, land use, public realm)</td>
</tr>
<tr>
<td></td>
<td>- Monitoring progress of green ports commitments</td>
</tr>
<tr>
<td></td>
<td>- Siloed vs. integrated internal approach to port climate action</td>
</tr>
<tr>
<td></td>
<td>- Climate budgeting influencing city-port collaboration</td>
</tr>
<tr>
<td>Regulatory authority and policy-making role with respect to port</td>
<td>- Procurement power that impacts port activities</td>
</tr>
<tr>
<td></td>
<td>- Policy-making power that impacts port activities (e.g. port infrastructure, building decarbonisation, electric vehicle policy, air quality targets, land use and public realm bylaws)</td>
</tr>
<tr>
<td></td>
<td>- Policies stimulating private sector climate innovation, clean investment, and green job creation</td>
</tr>
<tr>
<td>External operating environment</td>
<td>- For example, ability to raise capital, borrowing, issuing bonds</td>
</tr>
<tr>
<td></td>
<td>- Global South or Global North</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Microgrids, energy utilities, availability of land for clean energy generation and storage</td>
</tr>
<tr>
<td>Role in clean fuel transition</td>
<td>- Clean energy production hub</td>
</tr>
<tr>
<td></td>
<td>- Clean energy workforce</td>
</tr>
<tr>
<td>Formal relationship with the port</td>
<td>- Port is fully or partially owned by city; city has a seat on the board; other</td>
</tr>
</tbody>
</table>
Desirable Outcome 3: Production of public-facing documents

At a minimum, C40 envisages this work will include:

- Delivery of a suite of knowledge products and public-facing documents, based on the results of Desired Outcomes 1 and 2, that foster peer learning among Forum members and share learnings beyond our network.

All knowledge products should be written in an accessible and engaging style, using British English, and follow C40 Lexicon and Style Guidelines (which will be provided by C40). Where needed, resources will be translated into Chinese, French, and Japanese. Public-facing documents should meet C40’s design standards, feature C40’s name and logo, and be suitable for publication on C40’s Knowledge Hub. The use of visual elements (charts, infographics) is highly desirable.

**Number and type of materials**

The table below lists desirable knowledge products. Proponents may edit this list and recommend additional products. Proponents should indicate the number and type of knowledge products that they propose to deliver, as well as the rationale for producing those particular products. For example, how will the publication of each product inspire other Forum members to take action, or assist them to successfully replicate the action in their own context?

### Desirable documents and timeline

<table>
<thead>
<tr>
<th>Document</th>
<th>Description</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>A number of best practice case studies - public-facing documents</td>
<td>- Structured repository of best practices innovative case studies on high-impact climate action. Case studies should cover: ‘what was done’, ‘who was involved’, ‘what was the outcome’, ‘how equitable and inclusive the action was’, ‘what were the success factors’, ‘what were the lessons learned’, and ‘how was the city involved’? ‘if and how was city-port collaboration crucial to achieve impact’. At least one case study should highlight how the action integrates just transition principles. C40 defines a Just Transition as follows: greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work, skills building and re-skilling opportunities and leaving no one behind. It involves maximising the social and economic opportunities of climate action, while minimising and carefully managing any challenges – including through effective social dialogue among all groups impacted, and respect for fundamental labour principles and rights.</td>
<td>13 November 2024</td>
</tr>
<tr>
<td>Summary insights of global performance and trends for green ports and port-city collaboration on climate action</td>
<td>- High-level picture of the types of climate actions that Forum members are engaged in, benchmarking of various levels of performance, and impact these activities are delivering for cities, ports and port communities. This includes the impact on greenhouse gas emissions, air quality, and local economy/ jobs, as well as the potential to drive energy transition, green investment, and clean technology adoption for ports and port communities.</td>
<td>25 October 2024</td>
</tr>
</tbody>
</table>
This document should be easy-to-read for non-expert readers, and make the case for city-port collaboration on maritime climate action.

| Practical and actionable toolkits for each port and city archetype - public-facing documents | - Visual and exciting toolkits for each port and city archetype, summarising key defining characteristics for the archetype, opportunities for climate action, high-impact and priority climate action recommendations tailored to the type of cities and ports, and an example of a related port or city that is a Forum member. Archetypes are aimed at technical staff likely to implement the actions. | 13 November 2024 |
| Comparative tables and charts - some public-facing documents, other for C40 internal use | - Taxonomy or summary tables and charts of findings from Desired Outcome 1, especially Pulse Check results. The format should be easily replicable and allow for comparison of results over time. This is aimed at C40 use only.  
- Comparative summary table of key characteristics for port and city archetypes and recommended priority climate action. This is a public-facing document.  
- Summary table of current capabilities and priority needs identified as part of Desired Outcome 4. This is aimed at C40 use only. | 25 October 2024 |
| "How to guides" and set of working documents and templates to administer the "Pulse Check" survey and Needs Assessment in future - some public-facing documents, other for C40 internal use | - “How to” guide for C40 team to administer future “Pulse Check” surveys, including any lessons learned from the inaugural administration of the survey and recommendations for leading interviews and focus groups. This is aimed at C40 use only.  
- “How to” guide for C40 team to administer future Needs Assessments, including any lessons learned from the inaugural administration of the needs assessment and recommendations for leading interviews and focus groups. This is aimed at C40 use only.  
- Set of working documents and templates that C40 can use to administer the “Pulse Check” survey and Needs Assessment in future that will be shared with Forum members. These are public-facing documents. | 13 November 2024 |
| Knowledge Hub article - public-facing resource | - Repository-type of article summarising the key findings and recommendations from the benchmarking, Pulse Check and archetypes work, and highlighting all public-facing resources, as well as 2-4 city and port case studies.  
The article should be written in an accessible and engaging style, include practical recommendations, and target an audience beyond the C40 network. See an example here. | 13 November 2024 |
| Briefing sheets | Proponents could suggest content for this format. | TBD |
| Some number of guides and toolkits - public-facing documents | Proponents could suggest content for this format. | TBD |

**Graphic design and translation**

Proponents should outline how they will ensure that public-facing documents will meet C40’s design standards and standards for translation.

C40 puts a priority on offering resources in languages other than English to provide the best service to our member cities, especially those with limited capacity, making C40’s information more inclusive and accessible to a broader audience. Providing translated
materials makes it easier to gather information about members and their priorities and preferences, and facilitates greater engagement with C40 resources, improving climate collaboration globally.

For this project, C40 requires translation of public-facing written materials as well as internal information gathering tools (interview questions, surveys), into Chinese, French, and Japanese. The translation must be of good quality, ideally reviewed by a native speaker or a second translator. C40 can provide a glossary of key terms or previous documentation to support the translation. Beyond translation, proponents should demonstrate their ability to work across cultures, reflect cultural sensitivities in written documents, and show flexibility in their engagement with Forum members.

Deliverables should include both PDF and editable versions of the documents to facilitate edits by the C40 team if required after the project concludes.

Proponents are encouraged to share examples of previous public documents they have prepared in other clients’ design standards and in other languages. Where proponents do not have access to graphic design and/or translation expertise, C40 can provide a list of preferred vendors.

If a third-party graphic design and/or translation vendor is engaged, the proponent should indicate how they will effectively collaborate with the designated graphic designer and/or translator(s). Whether an in-house or external designer and/or translator(s) is engaged, the proposal should specify how and when the C40 team can provide feedback on the draft files.

Desired Outcome 4: Systematic Needs Assessment of Goals and Capacity Gaps

At a minimum, C40 envisages this work will include:

- Development of a Needs Assessment method and delivery approach to effectively identify capacity and other gaps experienced by Forum members related to achieving their climate objectives.
- Conduct the inaugural Needs Assessment with all Forum members.
- Summarise the results and highlight grouping of members with similar gaps
- Create categories of activities encompassing gaps and needs (e.g. technical training, modelling and data collection, etc.).

Needs Assessment: Method and Delivery Approach

The proponent should:

- outline how they will create a suitable Needs Assessment method that effectively allows C40 to identify the gaps and needs of Green Port Forum members when it comes to delivering on their desired climate action.
- outline what data must be collected and how (e.g. interviews, surveys, focus groups etc.), and if a different approach should be used for different members (e.g. different city and port archetypes, engaging with Chinese and Japanese
members). The information collected should also include past efforts of Forum members to fill identified gaps (whether successful or not), the estimated capital investment needed to fill the gaps, and needs to scale up existing climate action.

- identify any potential challenges with data collection and how these risks will be mitigated and addressed. This should be explained by means of a schedule of activities, detailing at least the outreach periods and the data collection expectations for ports and cities.

Proponents should indicate how this process will dovetail with the information-gathering activities related to Desired Outcomes 1 and 2. Data gathering across these activities may happen concurrently.

Needs Assessment: Administration

The proponent should:

- outline their proposed approach for conducting the inaugural Needs Assessment.
- deliver a set of working documents, tools, and templates (written and visual) that will comprise the Needs Assessment method and delivery plan. This will include guidance documents C40 can use to administer the Needs Assessment in future, as well as any recommendations on how data should be analysed and results interpreted. The final documents and templates should also reflect lessons learned from the inaugural Needs Assessment, which may require improving the initial method, tools, or templates.

Summarising the findings and identifying key groupings

Proponents should explain how they will synthesise and assess the Needs Assessment results for C40’s internal use, and how they will share the findings in a systematic and easy-to-follow format (see table of desirable documents above). The analysis should identify groups of cities and/ or ports where needs are shared, and group needs or activities into categories (e.g. technical training, modelling and data gathering).

Out of scope: We do not require the proponent to design the technical assistance or prepare detailed scope of work for any interventions.

Desired Outcome 5: Internal documentation, project evaluation, and recommendations on the design of Green Ports Forum Membership

At a minimum, C40 envisages this work will include:

- Summary of work completed with key insights and learnings, including any risks, challenges, barriers, or issues that were identified and should be taken into account, especially when planning future activities and surveys.
- Recommendations for structuring the Green Port Forum membership.
Summary of work completed
The proponent should document the work completed along with valuable insights and lessons learned throughout - including during the development of the benchmarking and baseline work, the “Pulse Check” survey and its administration, the creation of archetypes, and the Needs Assessment delivery. The proponent should also detail any risks, challenges, barriers, or issues that could emerge in future applications of the surveys and methods developed as part of Desired Outcomes 1, 2, and 4.

Recommended approach to Forum membership
The proponent should recommend minimum requirements for Forum membership for C40’s consideration when growing the Forum. This could include prioritising recruitment of particular port or city archetypes, or requiring specific climate actions or goals as a minimum requirement for membership.
### Summary of key deliverables

<table>
<thead>
<tr>
<th>Desired Outcome 1</th>
<th>Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. <strong>Approach to conducting the systematic gathering, collation, categorisation, and comparison</strong> of Forum members' climate action activities, best practices, and their impact;</td>
</tr>
<tr>
<td></td>
<td>2. <strong>‘Taxonomy’ of port cities and ports climate action activities</strong> among the Green Ports Forum members;</td>
</tr>
<tr>
<td></td>
<td>3. <strong>Structured repository of Forum members’ best practices</strong> that include ‘what was done’, ‘who was involved’, ‘what was the outcome’, ‘if and how the action integrated equity or inclusivity, or just transition principles’, ‘what were the success factors’, ‘what were the lessons learned’. This would include ‘how was the city involved’.</td>
</tr>
<tr>
<td></td>
<td>4. <strong>Some number (to be proposed by the proponent) of exciting and innovative case studies</strong> highlighting leading climate action, including at least one case study stressing how the action integrates just transition principles.</td>
</tr>
<tr>
<td></td>
<td>5. <strong>“Pulse Check” survey and related delivery method</strong>, including the analysis and presentation of findings from the inaugural survey.</td>
</tr>
<tr>
<td></td>
<td>6. <strong>“How to” guide</strong> for C40 team to administer future “Pulse Check” surveys, including any lessons learned from the inaugural administration of the survey and recommendations for leading interviews and focus groups.</td>
</tr>
<tr>
<td></td>
<td>7. <strong>Recommended quantitative indicators</strong> pertinent for reporting on the progress and impact of Forum members’ activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Desired Outcome 2</th>
<th>Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. <strong>Briefs, visual summaries, or short toolkits of all port and city archetypes</strong>, with actionable and tailored recommendations for high-impact and priority climate action. Preference is for enough examples to cover all major archetypes, separately for each parameter.</td>
</tr>
<tr>
<td></td>
<td>2. <strong>Summary table</strong> of key characteristics for port and city archetypes and recommended priority climate action.</td>
</tr>
<tr>
<td></td>
<td>3. <strong>Short summary report</strong> on the approach, findings, lessons learned, and possible improvements to the approach for future iterations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Desired Outcome 3</th>
<th>Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Please refer to the detailed table in that section for the full list of desirable documents.</td>
</tr>
<tr>
<td>Desired Outcome 4</td>
<td>Deliverables:</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------</td>
</tr>
<tr>
<td></td>
<td>1. <strong>Needs Assessment method and delivery method</strong> to effectively identify capacity and other gaps experienced by Forum members related to achieving their climate objectives;</td>
</tr>
<tr>
<td></td>
<td>2. <strong>Analysis and presentation of findings</strong> from the inaugural needs assessment, grouping Forum members with similar gaps and creating categories of activities that encompass members’ needs;</td>
</tr>
<tr>
<td></td>
<td>3. <strong>“How to” guide</strong> for C40 team to administer future needs assessment, including any lessons learned from the inaugural administration of the method and recommendations for leading interviews and focus groups;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Desired Outcome 5</th>
<th>Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. <strong>Summary of work completed</strong> with key learnings, risks, challenges, barriers, or issues identified and relevant to the planning of future activities and surveys.</td>
</tr>
<tr>
<td></td>
<td>2. <strong>Recommendations for structuring the Green Port Forum membership.</strong></td>
</tr>
</tbody>
</table>
Proposal guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **12 June 2024, 11 pm BST**. 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 the bid. Please clearly indicate where applicable:

- 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;
- Information about your fee;
- High-level project plan, including milestones for delivery based on the desired deliverables;
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.

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

**Desired proponent attributes and expertise:**
- Excellent understanding of ports’ climate action and operating structures, including differing needs of ports with different characteristics (e.g. operations, governance structure, Global South vs. Global North, etc.).
- Good understanding of cities’ climate action and potential synergies with ports.
- Demonstrated ability to categorise climate action in a systematic way to communicate best practices, for example creating green taxonomies.
- Demonstrated ability to craft and administer insightful and replicable surveys, in particular examples of needs assessment surveys.
- Demonstrated ability to curate and extract meaningful case study content from disparate sources.
- Expertise in visual communication of complex ideas, relationships, and frameworks would be a highly desirable asset

Please provide your offer in the following format, in **Arial font, size 11:**

<table>
<thead>
<tr>
<th>Doc #</th>
<th>Content</th>
<th>Max number of pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Short description of your company</td>
<td>1 page</td>
</tr>
<tr>
<td>2</td>
<td>Summary of your recent qualifications in supporting port cities/ port authorities, with a focus on data collection, survey</td>
<td>2 pages</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Pages</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>3</td>
<td>Description of proposed approach to the scope of work, including your staffing approach and views on activities, timeframe, and communications strategy for how you will work with C40</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Summary of your organisation's commitment to equity, diversity and inclusion and ethical alignment with C40 (see Section on C40 Policies)</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Fee proposal (see Section - Project Budget)</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Supplier Onboarding Form</td>
<td>n/a</td>
</tr>
</tbody>
</table>
| 7 | - Any additional information/ assumption/ qualifier / etc. that would help the evaluation team  
- Examples of previous public-facing and/or translated documents  
- Resumes of proposed key personnel | 1 page for the additional information  
1 page per sample documents  
1 page per resume |

Proposals should be written in English, submitted in a PDF format and not exceed the maximum number of pages outlined in the above table (reference material may be provided in annexes).

**Supplier Diversity**

C40 is committed to supplier diversity and inclusive procurement by 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 ability or neurodiversity, 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 C4O 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 the template negotiation table, setting out clearly your rationale for the change.

If C4O 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 Supplier.

Bidders should review the attached Supplier Onboarding Form (SOF). Please complete the SOF and return with the bid.

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, including their alignment with C4O’s mission.

RFP and Project Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Proposal issued</td>
<td>24 May 2024</td>
</tr>
<tr>
<td>Virtual information session for the RFP by C4O</td>
<td>4 June 2024, 1pm-2pm BST.</td>
</tr>
<tr>
<td>Note: The session will be recorded and made available to all interested proponents. The recording will be made available here.</td>
<td>Check your time zone.</td>
</tr>
<tr>
<td>If preferred, proponents can take part in the session anonymously by changing their name on Zoom.</td>
<td>Register for the session here.</td>
</tr>
<tr>
<td>Deadline for questions submitted to C4O which will be answered</td>
<td>4 June 2024, 2pm BST.</td>
</tr>
<tr>
<td>C4O responds to questions. The Q&amp;A document is available here.</td>
<td>7 June 2024</td>
</tr>
</tbody>
</table>
Deadline for C40 to receive proposals (electronic submission).
Note: proposals received after the deadline will not be accepted.

Evaluation of Proposals
Note: C40 will identify a short list of proposals to move to the next stage.

Shortlisted proponents only: 45-minute virtual presentation by the Proponent

Selection decision made

All Potential Suppliers notified of outcome From 28 June 2024 (until the signed contract is in place)

**Project management**

<table>
<thead>
<tr>
<th><strong>Activity</strong></th>
<th><strong>Due date</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project kick-off</td>
<td>15 July 2024</td>
</tr>
<tr>
<td>Desired Outcome 1</td>
<td>13 September 2024</td>
</tr>
<tr>
<td>Desired Outcome 2</td>
<td>4 October 2024</td>
</tr>
<tr>
<td>Desired Outcome 4</td>
<td></td>
</tr>
<tr>
<td>Desired Outcome 5 (Recommendations for structuring the Green Port Forum membership)</td>
<td>11 October 2024</td>
</tr>
<tr>
<td>Desired Outcome 3</td>
<td>Between 25 October and 13 November 2024, refer to the table above for detailed timeline.</td>
</tr>
<tr>
<td>For information only: Green Ports Forum Annual Workshop in Barcelona, Spain</td>
<td>6-8 November 2024</td>
</tr>
<tr>
<td>Desired Outcome 5 (Summary of work completed)</td>
<td>22 November 2024</td>
</tr>
<tr>
<td>Project close</td>
<td>10 December 2024</td>
</tr>
</tbody>
</table>
Written Proposal Evaluation criteria

All written proposals will be evaluated by a selection panel comprising staff from C40 based on the following criteria:

**Round 1**

<table>
<thead>
<tr>
<th>Minimum qualification / Mandatory requirements</th>
<th>Pass/Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Submission deadline</strong></td>
<td></td>
</tr>
<tr>
<td>The proposal was received before the deadline</td>
<td></td>
</tr>
<tr>
<td><strong>Submission criteria</strong></td>
<td></td>
</tr>
<tr>
<td>The proposal did not exceed the maximum number of pages</td>
<td></td>
</tr>
<tr>
<td><strong>Supplier Onboarding Form</strong></td>
<td></td>
</tr>
<tr>
<td>The supplier onboarding form was sent with the proposal</td>
<td></td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td></td>
</tr>
<tr>
<td>The Project Budget does not exceed US$190,000.</td>
<td></td>
</tr>
</tbody>
</table>

**Round 2:**

<table>
<thead>
<tr>
<th>Evaluation criteria</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demonstrable expertise</strong></td>
<td>30</td>
</tr>
<tr>
<td>Demonstrated subject matter expertise and experience relevant to this RFP's requirements, particularly any experience in the ports and shipping sector or local government sector. Evidence of past performance, quality and relevance of past work, references, and related items. Demonstrated ability to deliver high-quality public-facing documents. Primary delivery in British English, but experience with Chinese, French, and Japanese an asset.</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Approach</strong></td>
<td>40</td>
</tr>
<tr>
<td>Overall robustness of the proposed approach and clear articulation of activities and procedures required to complete the project. Demonstrates an understanding of project goals and shows an ability to prioritise the work based on key objectives.</td>
<td></td>
</tr>
<tr>
<td><strong>Management Plan</strong></td>
<td>10</td>
</tr>
<tr>
<td>Demonstrable capacity to perform the engagement and meet the requirements listed within the specified timeframe; evidence of meeting timelines in previous work. Plans for coordination amongst the proponent team and between the proponent team and C40 and any other required parties are clearly articulated. In particular, plan for managing the design and translation of materials.</td>
<td></td>
</tr>
<tr>
<td><strong>Cost Reasonableness</strong></td>
<td>10</td>
</tr>
</tbody>
</table>
The budget is easy to understand and clearly outlines the most significant cost line items. The timeline of expenses can reasonably be expected to deliver effective and efficient quality services.

Note: the Project Budget is set at a fixed amount of US$190,000; cost reasonableness will be assessed against the value add of each Potential Supplier for this amount.

The successful applicant will demonstrate a high-level breakdown of costs aligned with their proposed staffing and work plan.

**Mission Alignment**
Alignment with C40’s goals on greenhouse gas emission reduction/climate action, and Equity, Diversity, and Inclusion (EDI) policy.

EDI and climate action alignment demonstrated by, but not limited to:

- a. Diversity of the proposed team
- b. Policies, commitments, or certifications related to EDI as an organisation
- c. Policies, commitments, certifications, etc. as an organisation related to reducing GHG emissions, waste reduction, promoting renewable energy, etc.
- d. Organisational mission alignment with C40’s goals
- e. Consultants based in the Global South are strongly encouraged to apply

**Round 3: Oral Presentation Evaluation Criteria**
Shortlisted candidates will be invited to a 45-minute virtual session to present their proposals the week of 24 June 2024.

Presentations should not exceed 10 minutes, with an additional 35 minutes reserved for the proponent to answer questions from the review team.

All presentations will be evaluated by a selection panel comprising staff from C40 based on the following criteria:

<table>
<thead>
<tr>
<th>Presentation Evaluation criteria</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clarity and structure</strong></td>
<td>40</td>
</tr>
<tr>
<td>A clear and concise presentation that effectively communicates the key points of the proposal. The presentation is well-structured and easy to follow, with a logical flow of information that highlights the proponent’s understanding of C40’s goals and the proposed approach to the work.</td>
<td></td>
</tr>
<tr>
<td><strong>Time management</strong></td>
<td>15</td>
</tr>
<tr>
<td>Presentation time is allocated and managed well. The presentation time is delivered within the allotted time, leaving ample time for</td>
<td></td>
</tr>
</tbody>
</table>
questions and answers.

<table>
<thead>
<tr>
<th>Visual communication</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy-to-read slides and visual aids that support and strengthen the clarity of the message. Slides should be readable, and visualise key information or data to aid in understanding.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question and Answer period</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proponent articulates clear and concise responses to the reviewer’s questions. If necessary, the proponent asks clarifying questions to fully understand the reviewer’s question.</td>
<td></td>
</tr>
</tbody>
</table>

Project Budget

The budget for the full Scope of Work (the ‘Project Budget’) is US$190,000, inclusive of tax (‘Total Contract Amount’). Note that C40 will neither bear the risk nor cover any additional costs arising from tax or exchange rate considerations.

The Scope of Work does not currently contemplate any out-of-pocket (e.g., travel) expenses; any such expense shall be authorised by C40 and fall within the Total Contract Amount.

Final payment schedule to be agreed between C40 and the awarded bidder. Payment will be made according to the following milestones, upon satisfactory completion and approval by C40:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>% of the fee paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desired Outcomes 1 &amp; 2</td>
<td>45%</td>
</tr>
<tr>
<td>Desired Outcome 4</td>
<td>30%</td>
</tr>
<tr>
<td>Desired Outcomes 3 &amp; 5</td>
<td>25%</td>
</tr>
</tbody>
</table>

All budgets are to be prepared in USD. All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. 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.

C40 Policies

C40 expects third parties to abide by these C40 policies

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

Each Potential Supplier must submit an electronic copy of their proposal to the email addresses below by **12 June 2024, 11 pm BST**:

Ariane Colson, Knowledge Manager Ports & Shipping, acolson@c40.org
Ports & Shipping team, ports@c40.org

Proposals received after the deadline will not be accepted.

Anonymised responses to questions will be provided [here](#) 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. Responses submitted will be accessible by all C40 staff.

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.