



REQUEST FOR PROPOSAL (RfP)
**Port cities' central role in shaping clean marine fuel hubs and
driving economic development**

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

30 September 2025

1. C40 Cities Climate Leadership Group Inc. ("C40") and C40 Ports and Shipping Programme

1.1 C40 Cities

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-Sawyer 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](#).

1.2 C40's Ports & Shipping Programme

The C40 [Ports and Shipping Programme](#) convenes an ambitious community of action through public-private partnerships with cities, ports, and industry. The programme incubates and supports port-city collaboration to decarbonise shipping, cut greenhouse gas emissions, drive zero-emission supply chains, and operationalise green shipping corridors. Through collaborative climate action plans, we support a just transition that creates good green jobs for local communities and improves air quality.

The programme includes the [Green Ports Forum](#), a member-driven platform for city-port collaboration and [Green Shipping Corridor Partnerships](#), where cities and their ports establish green shipping corridors on some of the world's busiest shipping routes.

2. Project scope and deliverables

2.1. Summary

This Request for Proposals (RFP) seeks to identify new models and technical support required to accelerate the development of global clean marine fuel hubs. The project will focus on methods that cities and ports can use to facilitate the availability, production, export and bunkering (ship refueling) of clean marine fuels, with a strong emphasis on the role of cities and special attention to the needs of Global South cities and ports.

The transition to clean fuels introduces complex challenges related to infrastructure, safety, and cost, issues that the market alone cannot resolve. Furthermore, current best practices for deploying clean fuels are scarce, with only a few established hubs such as Singapore and Rotterdam, which do not offer sufficient replicable examples for diverse city and port contexts.

Meanwhile, ports and cities are uniquely positioned to convene various stakeholders in the value chain - from shipping lines and fuel providers to safety authorities and policy makers - and they must play a central role in establishing the nascent ecosystems necessary for clean fuel availability.

This project aims to identify the roles ports and cities can play in developing new regional clean marine fuel hubs, enabling emerging, less energy-dense clean fuels to be accessed, produced, exported, and bunkered in diverse locations.

2.2 Background

C4O's Ports and Shipping programme supports member cities and ports to accelerate the development of zero and near-zero greenhouse gas emission (GHG) technologies, fuels and energy sources in order to reduce global emissions, and end dependence on harmful fossil fuels. To ensure clean marine fuels will be readily available worldwide, a reevaluation of the role of cities and ports is essential. The understanding that cities and ports play a significant role in facilitating clean marine fuels availability by convening these ecosystems is relatively recent.

The maritime industry is a major contributor to global emissions, making its decarbonisation essential for achieving climate targets. While clean marine fuels like green hydrogen, ammonia, methanol, and biofuels are emerging, their widespread adoption faces major barriers. These include a lack of robust production, storage, and bunkering infrastructure, coupled with fragmented policymaking and investment and demand uncertainty. Given that the market for clean marine fuels is nascent, these fuels are not available on a spot basis, like conventional marine fuels. Furthermore, offtake agreements require a substantial 10-15 year volume commitment, making them less attractive for shipowners and charterers.

Since clean fuels are less energy-dense, ships will require more frequent bunkering in more locations. This will open up new opportunities for cities and regions previously excluded from marine fuel markets. Clean fuel production will also occur in different locations than fossil fuels, specifically close to or adjacent to ports and the surrounding regions. This will inevitably lead to the emergence of new fueling hubs, presenting economic opportunities.

Given these challenges and opportunities, a new approach is needed that drives market transformation through new partnership and governance models. Relying solely on existing market players will likely prevent the shipping industry from achieving its climate goals. In a new clean fuel economy, interactions between ecosystem actors will change, and cities and ports, as physical hubs of global trade, are uniquely positioned to address this. A city and its port can play a new and important role in convening diverse stakeholders (e.g. shipping lines, fuel and storage providers, safety authorities, policymakers etc.) to address challenges such as demand-supply coordination, development of safety, regulatory and permitting frameworks, as well as a coordinated infrastructure development.

A coordinated, standardised approach that integrates infrastructure, policy, and technology is crucial to move beyond individual pilot projects towards scalable global solutions. Therefore, cities and ports play a critical role in facilitating the maritime industry's shift away from fossil fuels.

Only a handful of mature global fuel hubs currently exist, such as Singapore or Rotterdam. These are too large and advanced to serve as realistic templates for other ports, as most port business models have not traditionally included fuel bunkering. However, this is changing in the new fuel economy, and therefore, cities and ports need support to understand their potential role in this new fuels model and the tools available to them.

In particular, there is a need to address the distinct requirements of ports and cities in the Global South. These regions present a significant opportunity to emerge as clean fuel producers and exporters, but this must be balanced against any degradation in their ability to trade in necessities such as food and medical equipment. This project presents an opportunity to identify and support initiatives that foster economic diversification alongside community resilience.

2.3. Project objectives

The overarching goal of this project is to help C4O members, particularly those that are not traditional major fuel hubs, understand their role in coordinating clean fuel hub infrastructure development. It also aims to identify tangible actions they can take to facilitate the availability of clean marine fuels at their ports. This work should help empower ports and cities to play a crucial role in scaling the production of and providing access to clean marine fuels. Regions that successfully adopt these approaches will not only fuel the global shipping industry but will showcase investment opportunities and foster new industries and jobs, thereby driving regional economic development. These initiatives

provide a just transition for regions currently producing and exporting fossil fuels to shift towards clean marine fuel production.

More specific objectives of this project are to:

- **Extract actionable learnings:** gather insights from existing efforts (e.g., *Washington Sustainable Maritime Fuels Collaborative*, *Port of Los Angeles/Port of Long Beach Methanol bunkering pilot*, *Singapore EOI and RFP for Green Ammonia and methanol*, *Maritime Fuels Supply Dialogues by LRMDH*, etc.) and research (e.g. *Global Maritime Forum's report on concepts and approaches to aggregating demand for zero-emission shipping fuels*, *RMI's "Advancing Zero-Emission Fuels in Washington's Shipping Sector Roadmap"*, *C40's and Arup's "Ports as clean energy hubs" toolkit*, etc.), to identify best practices and gaps that cities and ports could address.
- **Develop new models for clean marine fuel hub establishment:** Translate insights into practical, replicable components for cities and ports by identifying and prototyping replicable frameworks and enabling mechanisms for establishing clean marine fuel hubs, emphasising the symbiotic relationship between ports and their neighbouring cities.
- **Clarify the role of cities and ports:** detail how cities and ports can effectively convene diverse stakeholders to overcome challenges in clean marine fuels availability, including policy alignment, safety considerations, aggregating demand, and supporting infrastructure development.
- **Identify new technical assistance options:** define novel technical assistance strategies that C40 could take to support Global South members to establish the necessary infrastructure for clean fuels.

2.4. Project's Scope of Work and phases

The consultant should begin by reviewing existing research (Task 1.1) to ensure the project builds upon extensive work by other NGOs in the field, including C40's own research (such as a *methanol pilot project with Port of Los Angeles and Port of Long Beach*, *C40's "Ports as Energy Hubs" toolkit*, and the *global benchmarking study of Green Ports Forum members' current climate plans*).

The consultant should then conduct a brief and targeted stakeholder engagement process (Task 1.2). This process will involve identifying and engaging key stakeholders, including port authorities, city governments, industry actors, and maritime sector NGOs. Input will be gathered on the challenges, opportunities, and learnings from various approaches used to catalyse clean fuels hubs (e.g. pilot projects, fuel collectives, demand/supply aggregation initiatives) which are pertinent to the project's success.

The review will integrate insights from other organisations to inform the overall project approach (Task 1.3). Finally, the consultant is expected to extract learnings from all of the above to inform the project's recommendations (Task 1.4).

The bulk of the project should focus on facilitating knowledge exchange and improving the ability of Forum members to initiate collaborative efforts and develop frameworks that can lead to the development of clean fuel hubs in their regions (Task 2).

C4O's Ports and Shipping programme plans to host 2-3 in-person workshops in 2026 (Q1, Q2 and Q4), with options for additional virtual workshops, to convene Green Ports Forum members and facilitate discussions on this project. Some workshops can incorporate design charrettes or prototyping sessions associated with this project, to test hypotheses, explore suggested actions, and refine recommendations. The project's timeline and deliverables must align with these workshops to enable comprehensive member input and engagement. Consultants should account for milestones such as preparing workshop documents and agendas to aid with workshop facilitation (Task 2.1). C4O staff will manage event logistics and facilitate in-person workshops themselves. Consultants are expected to join virtual workshop(s) (Task 2.2) but not the in-person ones.

Following the workshops, the consultants will use workshop outputs to refine learnings and interim recommendations, ultimately preparing final recommendations and pathways that are suitable for various port and city contexts (Task 2.3).

The consultant should prepare four to eight tailored briefs for different types of ports and cities. These briefs should include a menu of actions that a city or port should take to advance this work locally (e.g. conduct studies on fuel production/supply/demand; complete infrastructure gap assessments; review local and national regulations; build a stakeholder engagement strategy, etc.) (Task 3.0). The consultant will also contribute to the production of high-level visual representations or schemes that compare new clean fueling processes with traditional processes, identifying opportunities and challenges presented by the transition, and outlining the recommended role of cities in ports in addressing these gaps (Task 3.1). The consultant is expected to prepare the necessary elements that will allow C4O's designer to present these findings in the form of an infographic.

Subsequently, the consultant should prepare a short list of potential high-impact projects located in C4O member cities in the Global South that are suitable for C4O technical assistance, with high level indicators such as emissions reduction potential, fuel production potential, demonstrated investment opportunity, etc. (Task 4). Suitable impact indicators should be defined with input from C4O.

Finally, the consultant will ensure that all of the projects' learnings are captured and shared with C4O (Task 5).

Recommendations from this work are expected to cover the following key topics at minimum:

- Stakeholder collaboration: examples of robust governance and collaboration platforms that foster shared visions and enable coordinated action among relevant parties, from government and industry to near-port communities.
- Policy and regulation: illustrative policies, incentives, and regulatory frameworks from cities, ports and other levels of government or regulatory authorities that encourage investment and accelerate the adoption of clean fuels.
- Market mechanisms: business arrangements and financial approaches that can catalyse clean marine fuel availability such as innovative agreement terms (supplier-offtaker), demand aggregation approaches, etc.
- Specific role of cities and ports: case studies highlighting the central role of cities and ports in supporting, convening, and catalysing local fuel ecosystems.

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Description	Extract actionable learnings from desk research and interview with key stakeholders	Engagement with GPF members to test, iterate, and refine the learnings	Finalize recommendations based on GPF members inputs	Identify the projects in the Global South that could benefit from C4O's technical assistance	Wrap up and document the project learnings and reflections
Objectives	Gather insights from existing efforts and research to identify best practices and gaps that cities and ports could address	Facilitate knowledge exchange and enhance the capacity of Forum members to initiate collaborative efforts and develop localised frameworks that lead to clean fuel hubs development	Prepare final recommendations and potential pathways for port cities to lead on clean marine fuel hubs development	Ensure that the C4O team has an actionable set of materials which identify specific projects that C4O can support to help catalyze the creation of a clean fuel hub in a	Summarize all of the project's learnings for the C4O team

		t in their regions		Global South location	
Project tasks	Task 1	Tasks 2 and 3	Task 3	Task 4	Task 5

2.5. Project deliverables

The expected deliverables of this project are identified as follows:

Task	Deliverable(s)
1. Extract actionable learnings from desk research and interview with key stakeholders	
1.1. Review existing literature/research	a. Summary of literature
1.2 Consult key stakeholders	b. Summary of stakeholder interviews
1.3 Integrate insights to inform the project approach	c. Summary of insights and how they shaped the project approach
1.4. Extract actionable learnings which will help shape the recommendations	d. An initial summary of actionable learnings, categorised according to applicability to different port types (e.g. cruise v. container), governance models (e.g. private port or public), or regional characteristics (e.g. fuel production vs. storage or bunkering).
2.0 Prepare an engagement plan	e. A structured plan for engagement that connects the research with a series of interactive workshops, for progressive discussions that will test, iterate, and refine the learnings.
2.1 Prepare two workshop agendas, together with C4O	f. Two progressive workshop agendas, including workshop design and format, breakout session structure,

	and necessary presentation materials.
2.2 Facilitate two workshops and summarise workshop outputs working closely with the C40 team	<ul style="list-style-type: none"> g. Supporting materials to guide workshop facilitation (note: C40 staff will handle in person event agenda and logistics, the consultant is not expected to join). h. Joining and supporting facilitation of virtual workshops i. Workshop summary report (for virtual workshops).
2.3 Integrate workshop outputs to iterate and update learnings and recommendations.	j. Working documents to track and document workshop feedback and how learning and recommendations were revised in response.
3.0 Prepare final recommendations and menu of actions for port cities to lead on clean marine fuel hubs development.	k. 4-8 actionable briefs that address: stakeholder collaboration, policy and regulation, and market mechanisms, highlighting roles played by cities and ports with different characteristics.
3.1 Assist with preparation of suitable visual aides to simplify and communicate potential pathways.	<ul style="list-style-type: none"> l. Visual aides or data that can be used by the C40 designer to generate a series of infographics similar to this one: https://www.c40knowledgehub.org/servlet/servlet.ImageServer?id=015Vo000002uhcD&oid=00D36000001Enhz&lastMod=1741672266000
4.0 Shortlist of Global South projects suitable for C40's technical assistance	<ul style="list-style-type: none"> m. A summary deck of projects n. 1-3 page briefs per project, explaining relevance and suitability (criteria to be defined together with C40 - e.g. emissions reduction potential, fuel production potential, demonstrated investment opportunity, etc.)

5.0 Wrap up and document the project learnings and reflections.

- o. Internal debrief meeting.
- p. Project reflections and summary report.
- q. Final project summary deck.

2.6 Document design and translation

Consultants will have access to C40's templates (e.g. for slides and documents) and public-facing documents must adhere to C40's brand and style guidelines. Proposals should include examples of report designs and indicate the level of in-house graphic design capabilities. C40's designer can create more complex designs (e.g. infographics) from rudimentary materials provided without impacting the proposal budget. Documents should be prepared in a clear, easily transferable format (e.g. file type, layout) for graphic designers.

C40 works globally and prioritises inclusion. Public-facing materials and stakeholder engagements will be designed to facilitate engagement from Green Ports Forum members who require translation and interpretation. C40 will engage suitable translators as needed so translation is out of scope for the consultants on this project. However, the project design and timeline should consider the time required for translation activities.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **29 October 2025, 18:00 PDT**. 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 detail on experience in this area.

3.1. Desired consultant attributes and expertise

- Knowledge of clean energy and maritime decarbonisation with deep knowledge of clean marine fuels, related infrastructure, bunkering, logistics, and safety considerations, and global efforts to decarbonise the shipping industry.
- Comprehensive grasp of ports' climate action and operating structures, including differing needs of ports based on characteristics like operations, governance structure, and whether they are in the Global South or Global North, etc.).
- Ability to identify and articulate the economic opportunities associated with clean fuel hubs, including job creation and industrial diversification, with a focus on ensuring a just transition for communities.
- Good understanding of cities' climate action and potential synergies with ports.
- Proven ability to convene and facilitate diverse stakeholders, including port authorities, city governments, shipping industry actors, and NGOs, to foster collaboration, uncover assumptions, and surface actionable insights.

- Specific knowledge and experience working with the unique challenges and opportunities faced by cities and ports in the Global South regarding clean fuel adoption and economic development.
- Strong understanding of clean fuel-related policy development, regulatory frameworks, business models, and incentive mechanisms that can accelerate the adoption of clean fuels at local, national, and international levels.
- Demonstrated skill in translating complex insights into practical, replicable frameworks and governance models for market transformation initiatives.
- Expertise in synthesising information from various sources (academic research, pilot projects, industry reports) to extract actionable learnings, best practices, and identify gaps.
- Talent for communicating complex ideas to simplify complex processes and communicate potential pathways to a non-specialist audience.

Proposals should be limited to 10 sides (front and back) of A4. All applications must be submitted in both PDF and Microsoft Word formats with margins not less than once inch. Text type must be 11 point or larger.

Proposals should be organised accordingly:

1. Organisational Profile & Key Staff
 - Description of the organisation and relevant project experience.
 - Professional bios of the proposed project team members – please include their location, relevant experience and expertise and indicate the reference projects in which each team member was involved. Please do not include a CV or resume. Follow the guidelines on how to write a professional bio [here](#).
2. Workplan or Engagement Approach & Timeline
 - Description of how the project requirements in Section 2 will be met, including a breakdown of tasks, description of key activities and the approach to integrating the C40 Forum members' inputs.
3. Management Plan
 - Explanation of how the bidder proposes to work with C40 Green Ports Program team (C40) – key roles and responsibilities, allocated time to the project per week, reporting periodicity, engagement with the corridor partners, escalation of issues, etc.
4. Budget
 - An itemised breakdown of costs in USD including applicable taxes.

If the person or organisation submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include 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.

Contract terms and conditions will be negotiated upon 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.

Bidders should complete the [Supplier Onboarding Form \(SOF\)](#) and review the [C40 Services contract](#). Please either confirm acceptance of the agreement or add comments to an [additional document](#) and attach it to the email in response to this RFP.

3.2 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 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.

3.3 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 Services Contract](#).

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 negotiation 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.

3.4 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.

4. RfP and Project Timeline

4. RfP Timeline:

Activity	Date
Request for Proposals sent out	30 September 2025
Questions submitted to C40	10 October 2025
<p>Virtual information session for the RFP by C40</p> <p>Note: the session will be recorded and made available to all interested proponents. The recording will be made available here.</p> <p>If preferred, consultants can take part in the session anonymously by changing their name on Zoom.</p>	<p>15 October 2025, 9 am - 10 am PDT. Check your time zone</p> <p>Register for the session here.</p>
C40 responds to questions	17 October 2025
Proposals submitted to C40	29 October 2025 (18:00 PDT)
Selection decision made	7 November 2025
All bidders notified of outcome	14 November 2025
Project start	<p>17 November 2025</p> <p>Expected kick-off: 10am PDT</p>

Phase	Timeline
1 Extract actionable learnings from desk research and interview with key	17 November 2025 - 15 February 2026

stakeholders	
2 Engagement with GPF members to test, iterate, and refine the learnings	15 February 2026 - September 2026 <i>Note: C40 will host its first workshop on the 2nd week of March.</i>
3 Finalize recommendations based on GPF members inputs	October 2026
4 Identify the projects in the Global South that could benefit from C40's technical assistance	November 2026
5 Wrap up and document the project learnings and reflections.	November 2026

5. Proposal Evaluation Criteria

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

Evaluation Criteria	Weighting
Demonstrable Expertise and Approach <i>Demonstrates in-depth understanding of the study requirements with consideration given to the supply chain requirements, as well as socio-economic and policy factors that impact clean marine fuel availability. Demonstrated understanding of the Global South fuel potential is an advantage.</i>	30%
Work Plan & Management Plan <i>The successful applicant will demonstrate their capacity to manage a complicated project, engage with the project partners, and provide a plan for reporting on the progress over the duration of the project.</i> <i>The Supplier must have a proven track record of producing high-quality, clear, and understandable reports and graphics summarising complex technical information to a non-specialist audience.</i>	30%
Mission alignment <i>It is a core principle of procurement at C40 that we should use our procurement decisions to advance our commitment to equity,</i>	15%

<i>diversity, and inclusion, as well as ambitious climate action.</i>	
Team <i>Capability, experience, and availability of the proposed team</i> <i>Presence in and knowledge of the Global South countries is an advantage.</i>	15%
Budget and cost effectiveness <i>The successful applicant will demonstrate a high-level breakdown of costs aligned with their proposed staffing and work plan.</i>	10%

6. Project Budget

Payment will be made according to meeting project milestones as approved by the C40 point of contact, in accordance with the payment schedule agreed in the contract. Any estimated travel expenses are to be included in the budget. All travel is to be pre-approved by the C40 point of contract prior to incurring the cost.

The maximum budget for delivery of this project is 105,000 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 is open to proposals of partnership on this project or alternative financing options.

7. 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](#)
- C40 Non-Staff Travel and Expenses Policy - [here](#)

8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email addresses below by **29 October 2025, 18:00 PDT**:

- Yana Prokofyeva, Senior Project Manager, Green Shipping Corridors, yprokofyeva@c40.org
- Juvarya Veltkamp, Senior Advisor, Green Ports Forum, jveltkamp@c40.org
- and ports@c40.org

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

Based on the submissions received, C40 reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

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 and external evaluators (if any).

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.