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## **REQUEST FOR PROPOSALS**

### **Guide for Practitioners on when and how to apply theories of behavioral change in practice, within public-facing interventions to reduce Food Waste**

for the CEC project

*Stimulating Behavioral Changes to Reduce Food Loss and Waste (FLW) in North America  
and Expanded Promotion and Uptake of Related CEC FLW Resources*

**Commission for Environmental Cooperation  
2024**

## I. Overview

The Commission for Environmental Cooperation (CEC) is requesting proposals from prospective consultants, in collaboration with government and expert advisors, to develop a guide for Practitioners on how and when to apply different theories of behavioral change to improve the effectiveness and uptake of programs, and other types of public-facing interventions, to reduce Food Waste (FW) in North America.

Specifically, the consultant would be expected to:

1. Prepare a Guide for publication that provides direction to Practitioners on when and how to apply different theories of behavioral change to improve the design, implementation and effectiveness of public-facing interventions that will reduce FW at the household- and consumer-levels.
2. Prepare supporting training material for the Guide.
3. Identify and engage experts at key stages during the development of the Guide and supporting training material for the Guide.
4. Prepare and finalize the Guide and supporting training materials for publication.

The Commission for Environmental Cooperation (CEC) was established in 1994 by the governments of Canada, Mexico and the United States through the North American Agreement on Environmental Cooperation, a parallel environmental agreement to NAFTA. As of 2020, the CEC is recognized and maintained by the Environmental Cooperation Agreement parallel to the new Free Trade Agreement of North America. The CEC brings together a wide range of stakeholders, including the general public, Indigenous People, youth, nongovernmental organizations, academia, and the business sector, to seek solutions to protect North America's shared environment while supporting sustainable development for the benefit of present and future generations. Find out more at: [www.cec.org](http://www.cec.org).

The CEC is governed and funded equally by the Government of Canada through Environment and Climate Change Canada (ECCC), the Government of the United States of Mexico through the *Secretaría de Medio Ambiente y Recursos Naturales* (Semarnat), and the Government of the United States of America through the Environmental Protection Agency (US EPA).

The CEC's Council, its governing body, approved the project, *Stimulating Behavioral Changes to Reduce Food Loss and Waste (FLW) in North America and Expanded Promotion and Uptake of Related CEC FLW Resource*, as part of the 2023 CEC Operational Plan, with the purpose of assisting local policymakers, communities, and other stakeholders in the design and implementation of actions and policies that would stimulate behavioral changes to reduce FLW. It builds upon the success of past CEC FLW projects, and further demonstrates CEC leadership and visibility to support FLW reduction in North America. For a complete description of the project, including tasks and related budget, please visit the CEC website at: < <http://www.cec.org/stimulating-behavioral-changes-to-reduce-food-loss-and-waste/>>.

## II. Terms of Reference

### A. Overview and Scope

Food loss and waste (FLW) can be defined as uneaten food and inedible food parts that are discarded during all stages of the food supply chain. There are many causes for FLW, including inefficiencies and poor functioning of food supply systems (e.g., via production, transport, processing, sales) and human behavior (e.g., via consumers and households).

FLW is an increasingly important issue in Canada, Mexico, and the United States, where nearly 170 million tonnes of food produced for human consumption in North America are lost and wasted each year across the food supply chain, including in pre-harvest and consumer sectors.<sup>1</sup> As food and waste biodegrades under anaerobic conditions in landfills, methane, a powerful greenhouse gas (GHG) that is more than 80 times greater than carbon dioxide (CO<sub>2</sub>) over a 20-year period, is produced. Evidence supports that FLW prevention, reduction and diversion can support timely and meaningful reductions in short-lived climate pollutants, like methane, which contribute to climate change, degrade air quality, and threaten human health. FLW is also linked to other adverse environmental and socio-economic impacts, including inefficient use of natural resources, biodiversity loss, food insecurity, economic losses throughout the food supply chain, and reduced lifespans for landfills.

To address these issues, Practitioners are often tasked with designing and implementing public-facing interventions to reduce Food Waste at the household and consumer-levels. However, influencing human behavior change is complex and often not well understood. Several different theories, frameworks and models have been established by experts in behavior and social sciences, which can potentially be useful in improving the uptake and effectiveness of public-facing interventions to reduce FW. Examples include: cognitive/non-cognitive behavior theory; theory of planned behavior; theory of interpersonal behavior; social practice theory; theory of environmentally responsible behavior; nudge theory; gamification; theoretical domains framework; Motivation, Abilities and Opportunities (MOA) framework; and trans-theoretical model of behavior change (TTM).

Many Practitioners are not fully aware of the utility of different theories of behavioral change and of when and how to implement them in a meaningful way. Specifically, the existing guides and toolkits for Practitioners do not focus on when and how to apply different theories of behavioral change within the core design and delivery of public-facing interventions. An opportunity exists to fill this gap by working with experts to consolidate existing knowledge, best practices, expert advice, concrete examples, and lessons learned to guide when and how to use different types of behavioral change theories in practice.

The purpose of the work under this Request for Proposal then is to impart the knowledge, skills and training needed to enable more Practitioners to be able to design and implement effective public-facing behavioral change interventions that will reduce FLW at the household and consumer-level in North America.

The target audiences for this work are Practitioners in Canada, Mexico and the United States. (The term “Practitioners” generally refers to any individual or group of individuals tasked with or involved in designing and implementing public-facing behavior change interventions to reduce

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<sup>1</sup> Source: CEC Foundational Report [Characterization and Management of Food Loss and Waste in North America, 2017](#).

FW at the household and consumer-level, and could include governments, communities, educators, influencers, business and others.)

Outputs of this work include publication of a Guide for Practitioners along with supporting training materials to facilitate ease of use and uptake by Practitioners. Outputs generated under this contract must be easy to use and understand by the broad range of potential practitioners, while conveying relevant information and guidance of sufficient detail to be of value to the target audience. All outputs are to adhere to Section II.D (Quality of Deliverables).

Work will be supported by CEC Secretariat-designated staff and this project's Steering Committee (SC). The SC, composed of national-level government representatives from Canada, Mexico, and the United States, will solicit advice, recommendations, lessons learned and other input from experts in theories of behavioral change and public-facing interventions to reduce FW.

## **B. Description of Services**

The consultant shall coordinate with the CEC's designated contacts to accomplish the following:

### **B1. Activity 1: *Prepare a Guide for publication that provides direction to Practitioners on when and how to apply different theories of behavioral change, in practice, to improve the design, implementation and effectiveness of public-facing interventions to reduce FW at the household and consumer-levels.***

*Note: The Guide is not a scholarly paper or research study on behavioral change.*

The Guide will describe the utility of theories of behavior change and of principles for improving the design, implementation, and effectiveness of public-facing interventions\* to reduce (as opposed to divert) FW at the household and consumer-level, including at venues where consumers go to find or eat food (e.g., food retail, restaurants, events, etc.). Specifically, it will provide clear, concise and informed guidance on when and how to apply, in practice, different theories of behavioral change, supported by expert advice, related knowledge, and practical examples. It will adopt a step-by-step approach to designing and delivering public-facing interventions of behavioral change.

\* Public-facing interventions can vary by type (e.g., passive engagement, direct engagement) and approach (e.g., information and signage, awareness-raising, education, skills building, appeals or requests, environmental and socio-economic motivators, social influence, social marketing, tools and technology, measurement, self-reporting and surveys, waste audits, challenge programs, targeted campaigns, etc.). Some interventions may incorporate multiple approaches. The Behavioral Change Wheel Framework identifies nine broad categories for interventions:

- 1) **Education:** Increasing knowledge or understanding;
- 2) **Persuasion:** Using communication to induce positive or negative feelings or stimulate action;
- 3) **Incentivization:** Creating expectation of reward;
- 4) **Coercion:** Creating expectation of punishment or cost;
- 5) **Training:** Imparting skills;
- 6) **Enablement:** Increasing means or reducing barriers to increase capability (beyond education or training) or opportunity (beyond environmental restructuring);
- 7) **Modeling:** Providing an example for people to aspire to or imitate;
- 8) **Environmental restructuring:** Changing the physical or social context; and

- 9) **Restriction:** Using rules to reduce the opportunity to engage in the target behavior.

**The consultant shall be responsible for undertaking the following activities under Activity Area B1:**

Activity 1.1 Develop a standalone, step-by-step Guide for users in Canada, Mexico, and the United States, that:

- a. consolidates and summarizes knowledge, best practices, advice and lessons learned from experts (see Activity Area B3) on how to design, deliver and improve upon public-facing behavioral change interventions and reduce FW at the household and consumer-levels.
- b. identifies and describes root causes and the importance of addressing FW at the household and consumer-levels.
- c. provides a general overview of behavioral change and related theories and principles, drivers that stimulate behavior change, and specific types of household and consumer behaviors that can reduce FLW.
- d. identifies and describes benefits of integrating behavioral change theories and principles with core design and delivery of public-facing interventions to reduce FLW in practice.
- e. clarifies the differences between attitudinal and behavioral changes, and describes strategies that can stimulate long-term behavioral changes.
- f. categorizes, describes and provides examples of different types and approaches of public-facing interventions (i.e., existing and emerging) to reduce FW at the household and consumer-level, along with benefits, limitations, and other practical considerations for each (intervention selection to be informed by experts—see Activity Area B3).
- g. categorizes, describes and provides examples of relevant types of behavior change theories and principles that have utility in reducing FW at the household and consumer-level, along with benefits, limitations, and other practical considerations for each (theory selection to be informed by experts—see Activity Area B3).
- h. establishes and describes in detail how to use a systematic method (to be informed by experts—see Activity Area B3—and based on a current well-accepted framework or model) that is customized for use by Practitioners in designing and implementing public-facing behavioral change interventions, which include guidance and recommendations for:
  - defining the behavioral problem, and selecting and specifying a target behavior
  - defining the types of changes needed to achieve the target behavior
  - identifying public-facing interventions likely to be effective in achieving the target behavior and selecting specific techniques for use against behavioral change
  - delivering the intervention and evaluating its performance
  - maintaining behavioral change
- i. provides an overview of the varying levels of effort, complexity, financial costs and durations for different types of public-facing behavior change interventions to reduce FW at the household and consumer-level.
- j. identifies and describes barriers and challenges to influencing behavioral changes at the household and consumer-level, how they can be overcome in practice, and

potential unintended consequences associated with public-facing behavioral change interventions.

- k. identifies and discusses country-specific (Canada, Mexico, United States) issues— aspects, and other factors to consider in supporting effective design, delivery and improvement of public-facing behavioral change interventions to reduce FW.
- l. demonstrates the process of designing and implementing public-facing behavioral change interventions and approaches based on content in the Guide using hypothetical scenario-based examples.

## **B2. Activity 2: Prepare supporting training material for the Guide.**

Supporting training material will be prepared to facilitate ease of use and uptake of the Guide by Practitioners in the North American region. At the end of training, Practitioners should understand:

- 1) the added value of integrating behavioral change theory and/or principles into public-facing interventions to reduce FW at the household and consumer-level.
- 2) how to effectively design, deliver and improve upon public-facing interventions to reduce FW by integrating behavioral change theory and/or principles.
- 3) how to effectively implement behavioral change theory specific to their geography.
- 4) how to effectively evaluate the results of their behavioral change campaign.

### **The consultant shall be responsible for undertaking the following activities under Activity Area B2:**

Activity 2.1—Develop supporting training material for the Guide that:

- a. provides flexibility for use with e-learning, self-learning and in-person training approaches via PowerPoint presentations.
- b. offers separate training modules for the Guide, with each module representing an independent unit comprised of training content that focuses on a particular aspect or section of the Guide.
- c. includes pre-recorded modular video presentations delivered by an appropriate expert in the training content (i.e., using PowerPoint's built-in record function).
- d. includes illustrative case study examples to showcase various aspects of the guide.

Activity 2.2—Present the Guide and training content at a CEC hosted North American webinar for Practitioners to be held after substantive work under this project is complete.

*Note: the CEC Secretariat will be responsible for planning and organizing the webinar, which will also be recorded and posted on the CEC website (date to be negotiated with the consultant).*

## **B3. Activity 3: Identify and engage experts at key stages during the development of the Guide and supporting training material for the Guide.**

Throughout its work, the consultant will identify and engage with the following types of experts:

- 1) Behavioral change experts who possess knowledge of and have direct experience using different types of behavior change theory (e.g., from government agencies, academia, international organizations, and civil society), and
- 2) Practitioners who possess knowledge of and have direct experience in designing and delivering different types of public-facing interventions to reduce FLW (e.g., from local government and communities).

Experts will include representatives from Canada, Mexico and the United States, but may also include other international experts, as deemed appropriate (e.g., from UNEP, WRAP, WRI). The CEC Secretariat, as well as the project's SC, may suggest additional experts and organizations, and the final list will be validated by both. Experts will have an opportunity to shape and influence the structure and content of the Guide and supportive training materials, which includes reviewing and commenting on draft content before finalization and publication. Engaging with experts will help to ensure that content is realistic, accurate, complete and relevant to the needs and interests of Practitioners. Experts will also be drawn upon as sources of knowledge, best practices, expert advice, and lessons learned, to guide when and how to use different theories of behavioral change to reduce FLW in practice.

**The consultant shall be responsible for undertaking the following activities under Activity Area B3:**

Activity 3.1 Establish an approach to identify and periodically engage experts in a timely fashion (subject to approval by the project's SC).

*Note: the group of experts consulted should include at least one representative from each North American country.*

Activity 3.2 Gather advice, knowledge, lessons learned and other input from experts relevant to the Guide and its supporting training material (e.g., via interviews, surveys, webinars, email exchanges, and document reviews)—advice from experts will also be sought to identify types of programs and other public-facing interventions and types of behavior change theories to be included in the Practical Guide and supporting training materials.

Activity 3.3 Update and refine the Guide and its supporting training material to integrate input gathered from experts.

**B4. Activity 4: Prepare and finalize the Guide and supporting training materials for publication.**

**The consultant shall be responsible for undertaking the following activities under Activity Area B4:**

Activity 4.1 Ensure all deliverables, including the Guide and supporting training materials, are of publishable quality and adhere to section II.D (Quality of Deliverables).

Activity 4.2 Ensure all documents, including the Guide and supporting training materials, are revised by the identified project manager for quality control prior to submission to the CEC Secretariat and the project's SC, and experts for review and comment. Quality control shall include, but is not limited to, assuring errors related to technical content, grammar, spelling, formatting; pagination, figures and tables are kept to a minimum.

Activity 4.3 Ensure all documents, including the Guide and supporting training materials, are submitted to the CEC Secretariat on time. Any delays, should they occur, will not reduce the allocated time made available for the CEC Secretariat, the project's SC, experts and others to review and comment on the documents.

Activity 4.4 Ensure inputs received from experts, the CEC Secretariat and the project's SC are taken into consideration in conducting all research and preparing all documents for publication, subject to approval by the CEC Secretariat and the project's SC.

Activity 4.5 For all expert reviews of draft content, prepare an internal working document (not to be published) that consolidates and summarizes input received and rationale for any input that will not be adopted.

Activity 4.6 Ensure final deliverables adhere to best practices and CEC publication standards regarding content accessibility, layout, and graphic design, collaborating with the CEC Secretariat as necessary.

Activity 4.7 Deliverables will be organized and structured so as to:

- a. enable Practitioners to quickly navigate to specific areas of practical interest (e.g., via internal document links following approval of final content, layout, and graphic design).
- b. include summary tables, visual aids (e.g., decision trees, flow diagrams, info graphics) to simplify content and facilitate comprehension and understanding by Practitioners.
- c. highlight advice and practical lessons learned from experts, as appropriate.
- d. ensure clear and concise language, with minimal use of jargon and idioms.
- e. avoid duplication of effort with existing work, namely the 2022 [Champions 12.3 Guide on Changing Behavior to Help More People Waste Less Food](#).

The duration of the contract to deliver the work will be 12 months.

The Contractor will provide all services and related deliverables associated with this work in English.

### **C. Periodic Reporting Requirements**

Throughout the project, the consultant will work in close collaboration with the CEC, the project's SC, and experts to gather information to support delivery of the work.

However, the consultant will report only to, and receive direction only from, the CEC designated staff.

The CEC Secretariat will forward draft deliverables to the project's SC for their review and comment. The CEC Secretariat will arrange teleconferences with the consultant, the CEC designated staff, and other experts on an as-needed basis. The goal of these meetings will be to present the products, get feedback and input from the project's SC, and assess progress on the project.

The consultant will present periodic status reports to the CEC designated staff, and to the SC when requested by CEC, that summarize the following:

- progress in previous month;
- current status;
- anticipated progress in upcoming month;
- potential problems, with description of and reasons for any delays; and
- actions that should be taken by the CEC Secretariat to facilitate the project.



A copy of these reports is to be sent to the CEC designated staff by e-mail.

The consultant will work in its own offices.

#### **D. Quality of Deliverables**

The consultant will be responsible for providing deliverables of **publishable quality** (i.e., copy-edited prior to submission) in English and, when applicable, for the technical review and editing of the materials. Technical review and style correction required to ensure the quality of the materials will be the responsibility of the consultant. The consultant will submit to the CEC Secretariat all written material (including complete drafts and final reports) in Microsoft Word, following the format of the CEC's [Report Template](#) if applicable, or in another format approved by the CEC, and adhering to the precepts of the [Guidelines for CEC Documents and Information Products](#), as supplemented by the CEC's English [Style Guide](#). Supporting documents for tables, figures, graphics and maps will be submitted with the report in their original file format (e.g., Word, PowerPoint, Photoshop, Excel or ArcGIS). Note that all amounts shall be presented in metric units. The CEC Secretariat will be responsible, when applicable, for translation, printing, publication and distribution of products from this activity.

Upon delivery by the consultant of reports or other materials under the project, the CEC will require a 15-business day period to review the document(s), notify the consultant of any potential issues or errors, and return the document(s) to the consultant for appropriate corrections, at no extra cost.

#### **E. Plagiarism**

Plagiarism is the act of conveying someone else's original expression or creative ideas as one's own and can be a violation of copyright law. Neither intentional nor unintentional plagiarism is acceptable to the CEC. The consultant must follow good scholarly methodology in preparing reports and deliverables under the contract, including systematic referencing in footnotes or in-sentence references, for any secondary sources, quotations, data, etc., that do not originate with the author. Sources for tables and figures reproduced from other literature must be given in a "Source" attribution immediately below the table or figure. Failure to properly reference the source of such borrowed material constitutes plagiarism and will be considered a breach of contract.

For further information, see [Guidelines for CEC Documents and Information Products](#). In addition, for every written deliverable submitted, the Consultant must use iThenticate software, or an equivalent software approved by the Commission, to validate the written product in question and must forward the plagiarism review results to the CEC at the time of document submission. Contract payments will be retained if products do not fulfil these requirements.

### **III. Requirements and Proposal Evaluation**

#### **A. Mandatory Requirements**

*To be eligible for further consideration, all consultants must fulfill the following basic requirements.*

##### **1. In-country Ability**

The consultant, as well as all their personnel and subconsultants, must reside and be authorized to work legally in Canada, Mexico or the United States of America. If travel is required, the

consultant must possess valid documentation to travel and comply with sanitary regulations/restrictions within the three countries.

## **2. Key Personnel**

For the purposes of this Request for Proposal, the term "consultant" may refer to either a group or company or a single individual.

If a proposal is submitted by a group of individuals or institutions, a "lead" consultant ("project manager") must be designated to take responsibility for ensuring overall coordination, the coherence of activity outputs, and the integration of information and ideas.

## **3. Qualifications Required**

Project proposals must clearly demonstrate that the consultant possesses knowledge, skills, and expertise at North America level in the following areas:

1. household and consumer-level FW.
2. public-facing behavioral change interventions and methods to reduce FW at the household and consumer-level in North America and elsewhere.
3. behavioral change theories and principles of relevance to reducing FW.
4. cultural relevancy, to ensure that the guide is responsive to different concerns of Canada, the United States and Mexico.
5. engaging experts or stakeholder organizations related to this work.
6. developing practical guidance for governments or other organizations.
7. ability to work fluently in written and spoken English, and capacity within the project team to conduct research in French and Spanish, including interviews.

Having (and being able to demonstrate) previous work experience involving the use of English, French and Spanish will be considered an asset.

## **4. Proposal Submission**

Prospective consultants should refer to the **Terms of Reference** (Section II of this document) or more detailed information on the project and the services to be provided. Prospective consultants are requested not to reiterate the Terms of Reference in their submissions but are invited to suggest modifications to enhance the proposal, if applicable.

Proposals must be organized as indicated below and include the following information:

### **1. Knowledge and Understanding of Work**

- Provide brief background information relevant to this project that will serve to demonstrate the consultant's experience and subject knowledge. The statement should address desired results; guidelines (parameters within which results are to be accomplished); resources (human, financial, technical, or organizational support available to help accomplish the results); and other aspects deemed applicable by the consultant. The purpose of this statement is to demonstrate not only the

consultant's general and specific familiarity with the subject area, but also to highlight writing skills.

## **2. Workplan and Methodology**

- Provide a detailed and comprehensive work plan and methodology that clearly demonstrates how key activities under **Section II** of this document will be undertaken, including engagement with experts;
- Identify suggested modifications to the Terms of Reference, and rationale for such modifications, if applicable.

## **3. Organization, Qualifications and Experience of Project Team**

- Identify organization of Project Team, including project manager and country team leads for Canada, Mexico and the United States where relevant;
- Identify alternates who can fill in for the identified the project manager and country team leaders where relevant in the event of unforeseen circumstances;
- Provide a summary of qualifications and experience for each team member (including alternates) and any other relevant information (e.g. language proficiencies).

## **4. Allocation of Time (Hours) and Costs By Task and Team Member**

- For each member of the project team, provide a detailed breakdown of assigned tasks, hours worked, and labor costs;
- Identify any other direct and indirect costs, and applicable taxes;
- No travel costs will be allocated for this work (all meetings and events will be held virtually).
- Clearly identify total hours worked under and the total cost (including taxes) of this project.

## **5. Added Value Within Identified Budget**

- Identify any additional tasks or activities not specified within the terms of reference but that will be undertaken by the contractor at no additional cost.

The consultant must provide the following documents:

### **Annex A: Declaration of Acceptance and Impartiality and Independence for Contract**

- Provide a completed copy of the CEC form identified in the Annex to this Request for Proposals.

### **Annex B: Letters of Recommendation and References**

- Two letters of recommendation from previous assignments.
- Details and contact information for three or more references.

### **Annex C: Résumés of Each Team Member**

- Résumés of all project team members.
- Résumés of identified alternates for the project manager and country team leaders where relevant.

### **Annex D: Examples of Previous Work**

- Provide two samples of previous work.

### **Annex E: Corporate Information**

- Identify relevant corporate information pertaining to this work.

### **B. Other Information to be provided**

Potential consultants are encouraged to submit any additional information that they believe will assist the CEC Secretariat in the evaluation of their proposal. However, the proposal should not exceed six (6) pages, exclusive of applicant resumes, samples of previous work or corporate brochures.

### **C. Type of Contract to be Used for These Services**

The CEC Secretariat intends to use its milestone-based contract for these services. A sample is available upon request.

All work within the contract must be completed within 12 months.

### **D. Selection Procedure**

The consultant deemed best qualified will be selected on the basis of a competitive process, in accordance with sections 2.5-2.7 of the [CEC Consultant Services Procurement Manual](#).

Proposals that the CEC Secretariat determines to be complete will be evaluated by the CEC Secretariat according to the evaluation criteria below. Prospective consultants who submit proposals determined by the CEC Secretariat to be incomplete will be so notified in writing.

<b>Evaluation Criteria</b>	<b>Maximum Point Rating</b>
Knowledge and understanding of project requirements	10
Suitability of the proposed approach and work plan	30
Organization, qualifications and experience of project team	30
Allocation of resources (time, cost) by task and team member	25
Added value within identified budget	5
<i>Total</i>	100

A minimum score of at least 80 will be required for the prospective consultant's proposal to be eligible for further consideration. Cost efficiency will be taken into account in the evaluation.

Proposals in response to this request will be evaluated by the CEC designated staff and technical reviewers, who will form an Evaluation Committee. Each member of the Evaluation Committee will receive copies of the proposals and will be asked to rate each proposal using the evaluation criteria and their maximum point ratings as given above.

The CEC's designated staff will arrange for a conference call/meeting among the members of the Evaluation Committee to discuss the ratings, arrive at final scores, and, subsequently, a ranking of all proposals. The strengths and weaknesses of each proposal, as rated according to

the evaluation criteria, will be noted and summarized. Once the selection has been made, the prospective consultant(s) will be provided with their score—if requested—along with their comparative ranking. However, neither the evaluations nor the scores of other bidders will be provided.

### **E. Estimated Level of Resources Required**

The maximum budget for this activity is expected to be C\$175,000 (one hundred seventy five thousand Canadian dollars), including professional fees, expenses and applicable taxes.

For universities and nongovernmental organizations, note that the CEC accepts that overhead be charged for administration and other indirect costs up to 15% of the total value of the contract.

If the proposal was presented by a consultant established in Mexico, the applicable value-added tax will be 0%, in accordance with Article 29, section IV, paragraph a) of Mexico's VAT Act, as these are technical services that were engaged from abroad.

If a currency other than Canadian dollars is used in the proposal, the consultant should indicate the total cost in Canadian dollars as well as the currency of choice, for comparison purposes, detailing the exchange rate used.

### **F. Basis of Payment Required**

The consultant will be paid according to the table on deliverables and milestones in the "Description of Services" and "Estimated level of resources required" sections above.

Payment shall be made only for bona fide consultant fees and legitimate expenses incurred in accordance with the contract for professional services, and only upon receipt and after documented acceptance by the Secretariat of statement(s) of account/invoice(s) from the consultant. Settlement of invoices that are acceptable for payment will normally be made 30 days from the date of receipt by the Commission.

For this proposal, the CEC Secretariat will not require the submission of any confidential information, nor will the CEC Secretariat require information regarding insurance, bonding financial status, or company ownership.

### **G. Conflict of Interest**

"Conflict of interest" means, but is not limited to, a situation where a consultant's personal interest is sufficiently connected with professional duties under the contract, such that it results in a reasonable apprehension that said personal interest may influence the exercise of professional responsibilities under the contract. For example, a direct conflict of interest exists when the consultant is also a CEC government official, or is related to or closely affiliated with a CEC government official, CEC staff member or third party involved with the performance of the services.

The consultant will inform the CEC Secretariat of any circumstance that existed prior to the execution of this contract, or that could manifest during the performance of this contract, which could constitute a conflict of interest. The consultant will complete and sign, on behalf of all his or her personnel, the attached *Declaration of Acceptance and Impartiality and Independence* (see Annex). The Consultant will also take note of the [CEC Consultant Services Procurement Manual](#).

## **H. Deadlines for Proposal Submission and Decision**

The proposal, including all relevant attachments, must be received by the CEC Secretariat by 18:00 EDT on August 15. Proposals submitted after this deadline will not be considered.

Proposal format must be in Adobe PDF format. Once the proposal has been submitted electronically, the CEC will confirm receipt within three business days.

The CEC Secretariat intends to select the consultant and notify the applicants within a reasonable period following the proposal submission deadline.

### **The contact person to submit the proposals via e-mail is:**

Antonia M. Andúgar Miñarro

Project Lead

Commission for Environmental Cooperation

[aandugar@cec.org](mailto:aandugar@cec.org)

**ANNEX A** (this Annex will correspond to Schedule D in the CEC Terms of Reference for the contracting procedure)

**CONSULTANT'S  
DECLARATION OF ACCEPTANCE AND IMPARTIALITY AND INDEPENDENCE FOR  
CONTRACT**

I, the undersigned,

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

**ACCEPTANCE**

hereby declare that I accept to serve as consultant in the subject contract.

**IMPARTIALITY AND INDEPENDENCE**

*(If you accept to serve as a consultant, please check one of the two following boxes. The choice of which box to check will be determined after you have taken into account, inter alia, whether there exists any past or present relationship, direct or indirect, with any of the Parties to the North American Agreement on Environmental Cooperation ("NAAEC") or their Commission for Environmental Cooperation ("CEC") representatives, Secretariat staff, and/or third parties involved in the performance of this contract, whether financial, professional, familial, or of another kind and whether the nature of any such relationship is such that disclosure is called for pursuant to the criteria set out below. Any doubt should be resolved in favor of disclosure.)*

**I am impartial and independent** with respect to the NAAEC Parties and their CEC representatives, CEC Secretariat staff, and third parties involved in the performance of this contract, and intend to remain so; to the best of my knowledge, there are no facts or circumstances, past or present that need be disclosed because they are likely to give rise to justifiable doubts as to my impartiality or independence, and that may constitute a conflict of interest.

**OR**

**I am impartial and independent** with respect to the NAAEC Parties and their CEC representatives, Secretariat staff, and/or third parties involved in the performance of this contract, and intend to remain so; **however**, I wish to call your attention to the following facts or circumstances which I hereafter disclose because they might be of such a nature as to give rise to justifiable doubts as to my impartiality or independence, and that may constitute a conflict of interest. Where facts or circumstances exist that might give rise to the latter such doubts, I may set out measures I intend to take to mitigate or eliminate any doubts regarding my impartiality and independence, and/or a possible conflict of interest. (Use separate sheet and attach.)

Date: \_\_\_\_\_

Signature: \_\_\_\_\_