

REQUEST FOR PROPOSALS

Characterization and Management of Food Waste for North America

for the project

North American Initiative on Food Waste Reduction and Recovery



Commission for Environmental Cooperation

2016–2017

I. Overview

The Commission for Environmental Cooperation (CEC) is requesting proposals from prospective consultants related to food waste characterization and management practices in North America. This effort supports a CEC initiative focused on reducing food waste through source reduction, as well as promoting rescue or recovery of food that is safe and wholesome, and that would otherwise be wasted, for donation to food banks and/or other efforts that address the needs of those in our communities who most lack an adequate diet. This project will also include efforts to recover wasted food (and food scraps, as appropriate) for use as animal feed. In general terms, 'food waste' refers to the removal from the food supply chain of food that is fit for consumption, by choice, or that has been left to spoil or expire as a result of negligence.¹ Wasted food, as distinguished from food waste in general, refers to food that is still fit for human or animal consumption, yet is never consumed and is instead discarded, for a variety of reasons.

The CEC is an intergovernmental organization created by Canada, the United States and Mexico under the North American Agreement on Environmental Cooperation (NAAEC). The CEC was established to address regional environmental concerns, help prevent potential trade and environmental conflicts, and promote the effective enforcement of environmental law. The Agreement complements the environmental provisions of the North American Free Trade Agreement (NAFTA).

The CEC's Council, its governing body, approved the project, entitled [*North American Initiative on Food Waste Reduction and Recovery*](#), as part of its [*Operational Plan for 2015–2016*](#), with the purpose of enhancing North America's capacity for reducing food waste from landfill disposal by exploring opportunities to achieve food waste source reduction and recovery of wasted food within relevant North American sectors. In addition, this project will contribute to reducing short-lived climate pollution throughout the food supply chain (notably methane emissions from landfills) and promoting green growth by encouraging sustainable materials management and sustainable consumption and production.

Specifically, this project will focus on the top three levels of the Food Recovery Hierarchy:² source reduction, feeding hungry people, and feeding animals. Other levels of the Food Recovery Hierarchy (i.e., industrial uses, including energy production through anaerobic digestion, and composting) will be examined under a companion CEC project, entitled [*North American Initiative on Organic Waste Diversion and Processing*](#). Since similar work on organic waste will be carried out as part of the companion CEC project, some level of coordination between the Secretariat, the consultant and the companion project's consultant is to be expected.

For a complete description of the project, including tasks and related budget, please visit the CEC website at:

[<http://www.cec.org/Page.asp?PageID=122&ContentID=25907&AA_SiteLanguageID=1>](http://www.cec.org/Page.asp?PageID=122&ContentID=25907&AA_SiteLanguageID=1)

¹ Food and Agriculture Organization of the United Nations. 2014. Definitional framework of food loss. Working Paper. < http://www.fao.org/fileadmin/user_upload/save-food/PDF/FLW_Definition_and_Scope_2014.pdf>

² EPA. 2015. <<http://www2.epa.gov/sustainable-management-food/food-recovery-hierarchy>>

II. Terms of Reference

A. Overview and Scope

Specifically, the consultant on this project would be expected to:

1. Prepare a comprehensive foundational report characterizing current food waste generation in Canada, Mexico, and the United States; current efforts aimed at reducing, recovering and measuring wasted food; and defining potential areas for improvement, with associated environmental benefits; and
2. Prepare a short white paper identifying key gaps, challenges, recommendations and strategies to advance food waste reduction and recovery in North America.

The consultant should note and take account of key differences between the three countries in problem areas, levels of engagement, capacity, and readily available information, and reflect these in the project deliverables.

B. Description of Services

In consultation with the CEC Secretariat and the project's Steering Committee, the consultant will prepare two documents under this contract, each of which is discussed below:

1. A foundational report
2. A white paper

The target audience for each report includes key organizations that have important roles to play in bolstering food waste reduction and recovery efforts within each North American country, including country governments (national, provincial/state, municipal) and relevant sector-based organizations (e.g., industry, commercial, institutional and charities).

As part of this contract, the consultant will:

- Ensure meaningful engagement with relevant stakeholder organizations throughout the preparation of the report and white paper, including experts in food waste reduction and recovery in the three countries and additional countries, as identified by the CEC Secretariat and the project's Steering Committee; and
- Attend, present and facilitate discussions regarding the report and white paper at a 3-day CEC North American multi-stakeholder workshop on food waste reduction and recovery, which is anticipated to be held during fall 2016 (location and date to be determined).

The consultant will specify a clear approach in the proposal for undertaking the services described below (see Table 1) in each country. All proposal submission requirements are listed in Section III.A.4.

B.1. Foundational Report

The purpose of the foundational report is to characterize and better understand the current situation and potential areas for improvement regarding the generation, avoidance, and measurement of food waste in Canada, Mexico and the United States. The report should focus on efforts aimed at food waste source reduction, and rescue/recovery of safe and wholesome

food for human consumption (notably in support of food banks and/or other food assistance programs addressing needs of the most food insecure in our communities). The report will also include those initiatives recovering wasted food (and food scraps, as applicable) to feed animals.

The report must be comprehensive yet concise, presented and structured in a clear and organized manner, and address all requirements identified in Table 1 and the CEC report template (See Section D. Quality of Deliverables). Suggestions on additional content and areas of interest for inclusion are encouraged as part of the proposal. The report must include references and be illustrated with visuals (i.e., pictures, flow diagrams, graphs and tables), where appropriate.

Table 1: Foundational report structure and requirements

#	SECTION	CONSULTANT REQUIREMENTS
0.a	Executive Summary	- Provide a summary profile of food waste, and food source reduction and recovery; highlight key findings, barriers and opportunities to reduce food waste and recover wasted food in key stages of the food supply chain and sectors detailed for each North American (NA) country.
0.b	Acknowledgements	- For each NA country, acknowledge stakeholder organizations/groups that have provided significant input to this study.
1	Purpose and Scope	<ul style="list-style-type: none"> - Describe context and objectives of the report: <i>(e.g., characterize the current situation, challenges, opportunities and approaches related to food waste; food waste reduction and recovery efforts; as well as efforts to measure or track the generation, recovery, diversion and/or disposal of food waste in each NA country, based on existing information)</i> - Specify types of food to be targeted; <i>(e.g., food edible for human consumption that is not eaten for any reason, focusing on all post-harvest stages in the food supply chain)</i> - Clarify sources of the food supply chain that will be examined in detail for each NA country; <i>(e.g., post-harvest stages of the food supply chain that account for the greatest contributors to wasted food, which may vary by country)</i> - Indicate that this study also complements ongoing CEC work related to organics waste, but specify focus on food waste avoidance, not food waste diversion, such as composting and anaerobic digestion; - Explain the approach used in conducting the work and to engage stakeholders; and - Introduce the structure of the report.
2	Overview of Food Waste in North America	<ul style="list-style-type: none"> - Define food loss and waste, as well as wasted food; - Explain why food waste is a global and NA issue; - Describe and characterize the food supply chain in each NA country (considering transport, processing, food manufacturing, retailers, grocers, <i>mercados</i>, hotels, restaurants, local organizations, schools, prisons, nursing homes), and include diagrams and tables to outline key sources, amounts, types, causes and associated costs of food waste and food loss; - For each NA country, describe and give rationale for the top three sources of food waste identified in the food supply chain; explain which could benefit most from food waste reduction and recovery approaches; and - Consider the influence of food grading, food labeling (i.e., “best before”, “use by” and expiration dates), consumer behavior and food inventories.
3	Food Waste Reduction	<ul style="list-style-type: none"> - Define food waste reduction <i>[e.g., Actions that reduce the amount of food waste generated. Source: Based on text from Food Waste Reduction Alliance. (2014). Best Practices and Emerging Solutions Guide, from Fall 2015, vol. 2]</i>

#	SECTION	CONSULTANT REQUIREMENTS
		<p>http://www.foodwastealliance.org/wp-content/uploads/2015/11/FINAL_FWRAToolkit_15.pdf >]</p> <ul style="list-style-type: none"> - Describe rationale to reduce food waste for industry, business, governments and local nonprofit organizations (the type of organizations to be studied in each country will be discussed at the kick-off conference call); - For each NA country, describe and provide a table of key environmental, economic and social barriers, challenges and special considerations for reducing food waste throughout the food supply chain (as defined in Section 2), including those faced by small businesses and local nonprofit organizations; - For each NA country, with a focus on the top three sources of food waste (excluding consumers): <ul style="list-style-type: none"> o Identify key ongoing efforts and opportunities to overcome identified barriers and challenges for food waste reduction (from the perspectives of industry, business, governments and local organizations); o Describe domestic and relevant international regulatory, non-regulatory and incentive-based approaches to reduce food waste (including standards and best practices) and summarize these approaches using country tables. (An approach for selecting country-specific examples will be discussed at the kick-off conference call); o For each identified approach, describe and qualify the associated implementation considerations, costs (high, medium, low), savings (high, medium, low), time to implement (short-term, medium-term, long-term) and anticipated level of stakeholder support (high, medium, low); o Identify which approaches are considered to be the most effective in terms of reducing food waste over the short-, medium-, and long-term; o Include four example case studies to showcase some of the most effective and innovative approaches; o Identify perceived leaders in food waste reduction and give reasons why they are leaders; o Identify notable gaps in current approaches supported by industry, business, governments and local organizations; and o Identify relevant stakeholder organizations and contacts that should be engaged to discuss issues related to food waste reduction, including the business sector and local nonprofit organizations.
4	Wasted Food Rescue and Recovery	<ul style="list-style-type: none"> - Define wasted food rescue and recovery (this includes efforts to feed people and animals); - Describe rationale to recover wasted food for industry, business, governments and local organizations; - For each NA country, describe and provide a table of key environmental, economic and social barriers, challenges and special considerations for recovering wasted food throughout the food supply chain, including those faced by small businesses and local organizations; - For each NA country, with a focus on the top three major sources of food waste (excluding consumers): <ul style="list-style-type: none"> o Identify opportunities to overcome identified barriers and challenges for recovering wasted food (from the perspectives of industry, business, governments and local organizations);

#	SECTION	CONSULTANT REQUIREMENTS
		<ul style="list-style-type: none"> ○ Describe domestic and relevant international regulatory, non-regulatory and incentive-based approaches to reduce wasted food (including standards, best practices, and fiscal, procurement or liability policies) and summarize these approaches using country tables. (An approach for selecting country-specific examples will be discussed at the kick-off conference call); ○ For each identified approach, describe and qualify the associated implementation considerations, costs (high, medium, low), savings (high, medium, low), time to implement (short-term, medium-term, long-term) and anticipated level of stakeholder support (high, medium, low); ○ Identify which approaches are considered to be the most effective in terms of recovering waste food over the short-, medium-, and long-term, accounting for difference among countries that may exist; ○ Include four case study examples to showcase some of the most effective and innovative approaches, considering also relevant animal feed initiatives; ○ Identify perceived leaders for recovering wasted food with rationale for why they are leaders; ○ Identify notable gaps in current approaches supported by industry, business, governments and local organizations; and ○ Identify relevant stakeholder organizations and contacts that should be engaged to discuss issues related to the recovery of wasted food, including the business sector and local nonprofit organizations.
5	Measuring, Tracking and Reporting	<ul style="list-style-type: none"> - Describe measurement, tracking and reporting of food waste, including reduction and recovery; - Describe rationale to measure, track and report food waste, including reduction and recovery, for industry, business, governments and local organizations; - Describe the level of variability that exists with respect to measuring, tracking and reporting food waste across the food supply chain, including reduction and recovery, and impacts that this variability may have on aggregating data from different sources or comparing performance; - For each NA country, describe and provide a table of key environmental, economic and social barriers, challenges and special considerations for measuring, tracking and reporting food waste, including reduction and recovery, throughout the food supply chain, including those faced by small businesses and local organizations; - For each NA country, with a focus on the top three major sources of food waste (excluding consumers): <ul style="list-style-type: none"> ○ Identify opportunities to overcome identified barriers and challenges for measuring, tracking and reporting food waste, including reduction and recovery (from the perspectives of industry, business, governments and local organizations); ○ Describe domestic and relevant international approaches to measure, track and report food waste, including reduction and recovery, and summarize these approaches using country tables. (An approach for selecting country-specific examples will be discussed at the kick-off conference call); ○ For each identified approach, describe and qualify the associated implementation considerations, costs (high, medium, low), savings

#	SECTION	CONSULTANT REQUIREMENTS
		<p>(high, medium, low), time to implement (short-term, medium-term, long-term) and anticipated level of stakeholder support (high, medium, low);</p> <ul style="list-style-type: none"> ○ Identify which approaches are considered to be the most effective in terms of measuring, tracking and reporting food waste, including reduction and recovery; ○ Include four case study examples to showcase some of the most effective and innovative approaches ○ Identify perceived leaders for measuring, tracking and reporting food waste, including reduction and recovery, with rationale for why they are leaders; ○ Identify notable gaps in current approaches supported by industry, business, governments and local organizations; and ○ Identify relevant stakeholder organizations and contacts that should be engaged to discuss issues related to the measurement, tracking and reporting of food waste, including reduction and recovery, including the business sector and local nonprofit organizations. <p>- Describe efforts to standardize measuring, tracking and reporting for food waste, including reduction and recovery.</p>
6	Linking Wasted Food to Greenhouse Gas Emissions and Other Environmental Impacts	<ul style="list-style-type: none"> - Identify and describe linkages between wasted food to greenhouse gas emissions and other environmental impacts; - Identify key methodologies and available tools used to quantify GHG and other environmental impacts or benefits from reducing food waste diversion of landfill disposal; - Describe how much food waste is currently disposed in each NA country and its estimated contribution to methane gas generation in landfills, identifying methodology used and rationale for its selection; - Describe the prevalence of landfill gas recovery in each NA country; - Estimate the potential amounts of methane gas emissions that could be reduced from landfills through food waste avoidance (depending on availability of information) and discuss the feasibility of achieving various levels of food waste avoidance in practice; and - In general terms, describe other environmental impacts of food waste, benefits accrued and methodologies used, through food waste avoidance throughout the food supply chain.
7	Recommendations and Strategies	<ul style="list-style-type: none"> - For the top three sources of food waste within each NA country, identify recommendations and strategies for possible future engagement by industry, businesses, governments, and local organizations to address key barriers and challenges related to: <ul style="list-style-type: none"> ○ Food waste reduction; ○ Food waste recovery; and ○ Measuring, tracking and reporting food waste, including reduction and recovery. - For each recommendation and strategy, identify considerations that should be taken into account to ensure corrective actions are effective; and - Considering the recommendations and strategies identified, identify future possible roles and engagement of CEC on food waste avoidance in North America.
8	Limitations of Analysis and Potential Areas of Improvement	<ul style="list-style-type: none"> - Describe perceived limitations of analysis and information gaps, and discuss options to overcome each.

#	SECTION	CONSULTANT REQUIREMENTS
Appendix A	Glossary	- Define key food waste terms used throughout the report.
Appendix B	Relevant Case Studies	- Include detailed case study information on food waste reduction, recovery and measurement, tracking and reporting approaches.
Appendix C	List of Stakeholders	<ul style="list-style-type: none"> - For each NA country, list specific stakeholder organizations/groups (along with relevant contact information) that should be engaged in possible future work on food waste reduction, recovery and measurement, tracking and reporting. This information should include business sector and local nonprofit organizations; and - Stakeholder information containing contact details (i.e., person names, emails, phone numbers) will be presented as a separate document and will not be included in the foundation report intended for public dissemination.

B.2. White Paper

The purpose of the white paper is to provide a short profile of the food waste generation, reduction and recovery efforts in North America (as summarized from this project's Foundational Report), but primarily to identify and communicate in a succinct manner, key gaps, challenges, opportunities, recommendations and strategies to advance food waste reduction and recovery within each North American country to key stakeholder organizations (e.g., country governments, industry, commercial, institutional and charities). This paper may be used as the basis for possible future outreach and engagement with such organizations to foster improvements in current food waste reduction and recovery policies, practices and other approaches.

The white paper will be approximately 30 pages in length and will be based upon information and stakeholder perspectives gathered during the preparation of the foundational report.

C. Periodic Reporting Requirements

Taking into account all of the above requirements, the consultant shall coordinate with the CEC's designated contacts to accomplish the following:

#	Activity	Deliverable due
1	<ul style="list-style-type: none"> • Participate in kick-off conference call. 	Within two weeks after contract is signed
2	<ul style="list-style-type: none"> • Participate in monthly conference calls to provide a report on progress and receive feedback from the Secretariat and the project's Steering Committee. 	Ongoing for the duration of the contract
3	<ul style="list-style-type: none"> • Provide a revised table of contents, including methodology and approach to develop research. 	One week after kick-off conference call
4	<ul style="list-style-type: none"> • Provide a draft list of stakeholder organizations within Canada, Mexico and US that are involved in food waste reduction, recovery and measurement. 	One month after contract is signed
5	<ul style="list-style-type: none"> • Provide complete first draft text for sections 1, 2, 3 and 4 of the foundational 	Four months after contract is signed

#	Activity	Deliverable due
	<p>report (see Table 1 for requirements).</p> <ul style="list-style-type: none"> • Provide a second draft list of stakeholder organizations within Canada, Mexico and US that incorporates comments from the Secretariat and the project's Steering Committee. 	
6	<ul style="list-style-type: none"> • Provide complete first draft text for sections 5, 6, 7, 8 and all Appendices of the foundational report (see Table 1 for requirements). 	Five months after contract is signed
7	<ul style="list-style-type: none"> • Provide a complete second draft of the entire foundational report that incorporates comments from the Secretariat and the project's Steering Committee; and • Provide a complete first draft white paper. 	Seven months after contract is signed
8	<ul style="list-style-type: none"> • Provide a third draft of the foundational report that incorporates comments from the Secretariat and the project's Steering Committee; and • Provide a second draft of the white paper that incorporates comments from the Secretariat and the project's Steering Committee. <p>(Both of these documents will be shared at a the CEC North American workshop on Food Waste Reduction and Recovery.)</p>	Nine months after contract is signed
9	<ul style="list-style-type: none"> • Attend and present the report and white paper at a three-day CEC North American multi-stakeholder workshop on food waste reduction and recovery, which is anticipated to be held during fall 2016 (location and date to be determined). 	Fall 2016
10	<ul style="list-style-type: none"> • Provide a summary of stakeholder comments to the third draft of the foundational report and second draft of the white paper, including how each comment will be addressed and appropriate rationale for any that are not addressed. 	One month after CEC North American workshop on Food Waste Reduction and Recovery
11	<ul style="list-style-type: none"> • Provide a fourth draft of the foundational report that incorporates comments from the Secretariat, the project's Steering Committee and stakeholder organizations; and • Provide a third draft of the white paper that incorporates comments from the Secretariat, the project's Steering Committee and stakeholder organizations. 	Two months after CEC North American workshop on Food Waste Reduction and Recovery
12	<ul style="list-style-type: none"> • Provide final foundational report, white paper, and list of country stakeholder 	May 2017

#	Activity	Deliverable due
	organizations, including business sector and nonprofit organizations.	

The consultant will be expected to participate in and take summary notes of monthly teleconference calls with the Secretariat and the project's Steering Committee. The purpose of these calls is to provide the Secretariat with verbal updates concerning the status of each of the activities to be completed under this contract and to exchange perspectives with country government experts. Teleconference calls will be organized and coordinated by the CEC Secretariat.

In order to complete the project, the consultant will deliver the tasks described under the description of services. At the onset of the project, the consultant will participate in a kick-off meeting with the CEC Program Manager and government officials from the CEC Parties through remote conferencing.

Throughout the project, the consultant will work in close collaboration with the CEC Secretariat, the project's Steering Committee, and experts to gather information to support delivery of the work. The consultant may consult directly with government officials and other experts, as needed. However, the consultant shall report only to, and receive direction only from, the CEC Program Manager (or designate). The CEC Secretariat will forward draft deliverables to government officials and other experts for their review and comment, as appropriate.

The consultant will work in his or her own offices.

D. Quality of Deliverables

The consultant is responsible for providing deliverables of **publishable quality** (i.e., copy-edited prior to submission) in English and, when applicable, for the technical editing of the materials. 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* and adhering to the precepts of the *Guidelines for CEC Documents and Information Products*, as supplemented by the CEC's English Style Guide (all three available at: www.cec.org/Page.asp?PageID=924&ContentID=2697&AA_SiteLanguageID=1). Supporting documents for tables, figures and maps will be submitted with the report in their original file format (e.g., 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 a final version of the report or other written materials under the project, the CEC reserves the right to 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. In all cases, contract payments will be withheld if products submitted to the CEC fail to fulfill the quality and formatting requirements specified above. In the event that the consultant neglects to make the required corrections or if, following corrections, a deliverable remains unsatisfactory, the document shall be edited or revised by a third party designated by the Secretariat, the cost of which shall be deducted from the consultant's fees at a rate of C\$60 per hour.

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. 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 within these countries.

2. Key Personnel

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

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

3. Qualifications Required

The consultant must possess competence and recent experience in:

- Research and report writing related to food waste, with an emphasis on reduction, recovery and measurement;
- Food waste issues and challenges across the food supply chain that are relevant to Canada, Mexico and the US;
- Policies, programs, practices and other approaches related to reducing, recovering and measuring food waste relevant to North America;
- Working with multi-stakeholder organizations on food waste-related issues, with an emphasis on reduction, recovery and measurement;
- Designing and undertaking surveys and interviews;
- Developing recommendations to address key challenges related to food waste reduction, recovery and measurement; and
- Environmental, social and economic benefits of food waste reduction and recovery, including methane gas emission reductions from landfill disposal.

The consultant must demonstrate:

- Capacity to provide the services described in Section II “Terms of Reference” in Canada, Mexico and the US;
- Ability to comprehend English, French and Spanish; and
- Excellent English writing skills.

4. Proposal Submission

It is the intention of the CEC Secretariat to include the **Terms of Reference (Section II)** of this document) in the contract negotiated with the successful applicant. Therefore, prospective consultants should refer to these for 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.

Proposals must include the following:

- A brief statement of interest and intent. This statement should be based upon and 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;
- A general work plan for carrying out this project;
- Proposed methodology;
- A description of the approach for undertaking this work in each country;
- Suggested modifications to the Terms of Reference, and the reasons for such modifications;
- Resumes of the key personnel involved in the project;
- Detailed cost breakdown, including number of person/days of key and other personnel, direct and indirect costs, travel costs and applicable taxes;
- Description of relevant experience and any other relevant information;
- Two samples of previous work;
- Two letters of recommendation from previous assignments; and
- List of no less than three references.

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. If the contract is negotiated with a consortium, the CEC will offer the consultants the option to have separate contracts between each consultant and the CEC.

All work within the contract must be completed by 30 June 2017.

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*, available at

www.cec.org/Page.asp?PageID=122&ContentID=1239&SiteNodeID=217&BL_ExpandID=andAA_SiteLanguageID=1.

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

Each complete proposal that is submitted will be evaluated by the CEC Secretariat according to the following criteria, with a point rating assigned for each:

Evaluation Criteria	Maximum Point Rating
Understanding of project requirements and overall clarity and completeness of proposal	10
Suitability and specificity of the proposed approach, methodology and description of workplan, including the project schedule and time allocation of key personnel by project task	40
Consultant's experience, qualifications, competency of key personnel, and demonstrated ability of team to complete project tasks for Canada, Mexico and US	35
Proposal demonstrates added value and innovative approaches that will be included within the budget for this work	5
Adequacy of budget and allocation of resources to accomplish services described in Section II "Terms of Reference"	10
<i>Total</i> 100	

For the prospective consultant's proposal to be eligible for further consideration a minimum overall score of 80 and a demonstrated competency in each evaluation criterion will be required. Prospective consultants whose proposals score less than 80 will be so notified in writing, together with the reasons for the score. Cost efficiency will be taken into account in the evaluation.

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

The CEC Program Manager 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, in terms of the evaluation criteria, will be noted and summarized. Once the selection has been made, each prospective consultant 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 budget for this activity will not exceed C\$250,000 (two hundred fifty thousand Canadian dollars), including professional fees and expenses. Reimbursable expenses are detailed in the CEC standard contract, available upon request; in addition, the cost of using iThenticate software to detect plagiarism (US\$50) should also be considered.

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

F. Basis of Payment Required

The consultant will be paid according to the milestones and deliverables described in section II C. Periodic Reporting Requirements.

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 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.

G. Financial and Other Confidential Information

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.

H. 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*, available at

www.cec.org/Page.asp?PageID=122&ContentID=1239&SiteNodeID=217&BL_ExpandID=&AA_SiteLanguageID=1>.

I. Deadlines for Proposal Submission and Decision

The proposal, including all relevant attachments, must be received by the CEC Secretariat offices by **17:00 EST on 25 January 2016**. **Proposals** submitted after this deadline will not be considered.

Proposals must be submitted via e-mail to krichardson@cec.org. Proposal format may be in Microsoft Word or Adobe PDF format. Once the proposal has been submitted electronically, the CEC will confirm receipt within three business days. If receipt is not confirmed by e-mail within this time, **applicants must contact the CEC**. The contact person is:

Karen Richardson
Director of Programs
Commission for Environmental Cooperation
393, rue St-Jacques Ouest, bureau 200
Montreal, QC, Canada H2Y 1N9
Tel: 514-350-4326; Fax: 514-350-4314

The CEC Secretariat intends to select the consultant within ten (10) working days following the proposal submission deadline. Notification of selections will be made on or about 8 February 2016.

ANNEX

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: _____