

REQUEST FOR PROPOSALS

Methodologies and Guidance to Measure Food Loss and Waste (FLW) in North America

**for the CEC project
Measurement and Mitigation of Food Loss and Waste**



Commission for Environmental Cooperation

2017

I. Overview

The Commission for Environmental Cooperation (CEC) is requesting proposals from prospective consultants to, in collaboration with government and expert advisors, undertake the following:

1. characterize and assess approaches currently applied at national, subnational (e.g., state, province, municipality), and facility scales to quantitatively measure/estimate amounts of food loss and waste (FLW) generated, prevented, recovered, recycled and disposed of (e.g., in landfills, incinerators, sewers) across the food supply chain for North America, and per country—Canada, Mexico and the United States;
2. characterize and assess approaches currently applied at national, subnational, and facility scales to quantitatively measure/estimate environmental and socio-economic impacts and benefits associated with FLW prevention, recovery and recycling and disposal across the food supply chain;
3. compile a practical guide to assist government, the food industry, business, institutions, and nonprofit organizations in better understanding what and how to measure FLW at each stage of the food supply chain, and in a manner consistent with guidance contained in the international FLW Protocol.

The CEC was established by the governments of Canada, Mexico and the United States through the North American Agreement on Environmental Cooperation, the environmental side agreement to NAFTA. An intergovernmental organization, the CEC brings together citizens and experts from governments, nongovernmental organizations, academia and the business sector to seek solutions to protect North America's shared environment while supporting sustainable economic development. Find out more at: <www.cec.org>.

The CEC's Council, its governing body, approved the project entitled *Measurement and Mitigation of Food Loss and Food Waste* as part of the Operational Plan for 2017–2018. This project is a follow-up to the recently completed preceding project entitled *North American Initiative on Food Waste Reduction and Recovery*, under CEC's previous Operational Plan for 2015–2016. The preceding project was developed to enhance North America's capacity for reducing food waste from being disposed of in landfills; contribute to reducing greenhouse gas emissions related to food waste throughout the food supply chain (notably methane emissions from landfills); and promote green growth by encouraging sustainable consumption and production practices. Deliverables under the preceding project included a foundational report, and an accompanying white paper, presenting research findings showing the magnitude of food loss and waste in the three countries and proposing strategies aimed at reducing food loss and waste through source reduction, food rescue and recovery, and enhanced measuring, tracking and reporting. The reports entitled *Characterization and Management of Food Loss and Waste in North America* and *Characterization and Management of Organic Waste in North America* will be made available to the prospective consultant and will serve as an essential reference for the current initiative. The current project's effort will continue in a similar vein, with a particular emphasis on measurement and mitigation. For a complete description of the project, including tasks and related budget, please visit the CEC website at: <http://www.cec.org/our-work/projects/measuring-and-mitigating-food-loss-and-food-waste>.

II. Terms of Reference

A. Overview and Scope

FLW can be described as food that is intended for human consumption but, through poor functioning of the food production and supply system, is reduced in quantity or quality, as well as food for human consumption that is discarded (both edible and inedible parts) due to intentional behaviors.

The overarching purpose of this work is to assist government, the food industry, business, institutions, and nonprofit organizations in better understanding how to measure FLW at each stage of the food supply chain, which includes production, distribution, manufacture and processing, retail (e.g., grocers, markets), service (e.g., restaurants, hotels, catering), and consumers (e.g., households), as well as providing guidance to governments interested in measuring the full extent of FLW across the supply chain within their country, province/state, or municipality/city.

The project will culminate in development of three outputs for publication:

1. a single FLW assessment and characterization report that:
 - a. characterizes and assesses approaches currently applied both within and outside of North America at national, subnational (e.g. state, province, municipality), and facility scales to quantitatively measure/estimate amounts of food loss and waste (FLW) generated, prevented, recovered, recycled and disposed of (e.g., landfill, incinerators, sewers) across the food supply chain, including identification of relevant methodologies, good practices, performance indicators, key limitations and needed improvements for North America, and for Canada, Mexico, and the United States individually, as available/applicable;
 - b. characterizes and assesses approaches currently applied both within and outside of North America at a national, sub-national, and facility scale to quantitatively measure/estimate direct and indirect environmental and socio-economic impacts and benefits associated with FLW prevention, recovery, recycling and disposal across the food supply chain including methodologies, good practices, and performance indicators for North America, and for Canada, Mexico, and the United States individually, as available/applicable;
2. a practical guide to assist government, the food industry, business, institutions, and nonprofit organizations in North America in better understanding how to measure FLW at each stage of the food supply chain, and in a manner consistent with guidance contained in the international [Food Loss and Waste Accounting and Reporting Standard](#) (FLW Protocol) published by the World Resources Institute¹; and
3. summary meeting reports for face-to-face and virtual meetings of a FLW measurement experts group that will be established to seek advice and guidance regarding this work.

¹ <http://www.wri.org/>

The primary target audience for these outputs includes government, food industry, business, institutions, and nonprofit organizations.

Outputs generated under this contract must be easy to understand while conveying technical, economic, and other considerations that need to be addressed in sufficient detail to be of value to the target audience and in adherence to section II.D (Quality of Deliverables).

The work will be supported by the project steering committee, which is composed of government representatives from Canada, Mexico, and the United States and will receive input from FLW measurement experts serving on an expert group convened to provide recommendations for and review of project outcomes.

B. Description of Services

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

B1. Establish, Organize Meetings and Activities, Facilitate and Document Meetings of a Multi-stakeholder FLW Measurement Expert Group

The consultant may need to allocate up to 15% of resources to support activities under B1 and related activities under B4.

The consultant shall be responsible for undertaking the following activities under this component of the project:

1. Establish a multi-stakeholder FLW measurement expert group, subject to input and approval from the CEC Secretariat and the project steering committee (SC), to discuss and provide input and advice related to activities depicted under services B2 and B3 below. This work includes proposing North American and international experts who could be invited to participate in the group. The expert group will consist of up to 15 individuals representing government, food industry, business, the research and academic community, international organizations and other key organizations with relevant expertise in:
 - a. measuring, consolidating, and monitoring FLW, including a mix of expertise related to measurement approaches applied at the national, subnational, and facility scales and relevant to key segments of the food supply chain; and
 - b. quantitatively measuring/estimating direct and indirect environmental and socio-economic impacts and benefits associated with FLW prevention, recovery, recycling and disposal

The group will include one or more representatives from each North American country. The Secretariat shall provide direct support to the consultant for expert group meetings as applicable (e.g., teleconference, videoconference, and webinar platforms and management; simultaneous interpretation and document translation; and reservation and management of meeting facilities).

2. Schedule, convene and facilitate up to three in-person and up to three virtual expert group meetings, including an introductory webinar of the expert group to provide an overview of the CEC work and initiate discussion on FLW measurement.

3. Develop meeting materials, including agendas and charge questions. Materials will be preapproved by the CEC Secretariat for input prior to release and be disseminated to experts in advance of the meeting to allow preparatory time.
4. Present and seek expert input on research plans, research methods, data sources, draft documents, and all other pertinent information, as directed by the CEC Secretariat.
5. Prepare summary reports for each expert group meeting, which include:
 - a. a list of attendees (including complete contact information)
 - b. a synopsis of information shared under each agenda item
 - c. recommendations and decisions
 - d. an annex containing presentation materials

To encourage open and frank discussions during expert group meetings, preparation of meeting summary reports will abide by the Chatham House Rule.

B2. Prepare a Technical Report for publication that:

- a. characterizes and assesses approaches currently applied both within and outside of North America at national, subnational (e.g., state, province, municipality), and facility scales to quantitatively measure/estimate amounts of food loss and waste (FLW) generated, prevented, recovered, recycled and disposed (e.g., landfill, incinerators, sewers) across the food supply chain, including identification of relevant methodologies, good practices, performance indicators, key limitations and needed improvements for North America, and for Canada, Mexico, and the United States, as available/applicable;
- b. characterizes and assesses approaches currently applied both within and outside of North America at national, subnational, and facility scales to quantitatively measure/estimate direct and indirect environmental and socio-economic impacts and benefits associated with FLW prevention, recovery, recycling and disposal across the food supply chain, including methodologies, good practices, and performance indicators for North America, and for Canada, Mexico, and the United States, as available/applicable;

The consultant may need to allocate up to 50% of resources to support activities under B2 and related activities under B4.

The target audience for the report is government, food industry, business, institutions and nonprofit organizations that are interested in measuring FLW in any stage of the food supply chain, and at national or subnational (state/province or city) scales.

The consultant shall be responsible for conducting research and summarizing results in a technical report that will:

- Provide an overview of the current situation for measuring FLW and correlating FLW measurement to related environmental and socio-economic impacts and benefits at each stage of the food supply chain in Canada, Mexico and the United States, or within a national or subnational context. Identify and describe gaps and challenges that may exist, accompanied by solutions on how they could be overcome for each country. Identify with

rationale key organizations and facilities that are demonstrating leadership in these areas at each stage of the food supply chain per country, in North America and from other countries outside of North America.

- Identify incentives and business case arguments for improving FLW measurement, including at each stage of the food supply chain, and at national and subnational scales.
- Establish and describe material flow diagrams to depict where FLW is generated, recovered, recycled and disposed of within each stage of the food supply chain and illustrate specific measurement opportunities. Diagrams will include identification of flows of FLW to all destinations, including but not limited to food donation, animal feed, bio-based material/biochemical processing, composting/aerobic processes, co/anaerobic digestion, controlled combustion, land application, landfill, not harvested/plowed in, refuse/discards/litter, sewer/wastewater treatment as described in the FLW Protocol.² Diagrams will also consider the flows of both edible and inedible fractions of food, and seek to capture a full representation of surplus food and FLW generation, diversion, and disposal. The following types of flow diagrams will be included:
 - a. an overview flow diagram of surplus food and FLW that encompasses the entire food supply chain
 - b. detailed flow diagrams of surplus food and FLW for each stage of the food supply chain
- Identify, describe and assess effective and practical approaches that have been applied (both within and outside of North America) at national, subnational, and facility scales to quantitatively measure/estimate amounts of surplus food and food loss and waste (FLW) generated, prevented, recovered, recycled and disposed (e.g., landfill, incinerators, sewers) at each stage of the food supply chain. Description should include identification of: methodologies, good practices, key limitations and needed adjustments to apply in the North American context, and per country as applicable. Conduct a comparative and systematic analysis of strengths and weaknesses for each approach identified. Develop a table or otherwise categorize approaches applicable for use by government, food industry, business, institutions, and nonprofit organizations at each stage of the food supply chain, as well as for national/sub-national scale measurement. Highlight approaches that are more relevant or commonly used with rationale. Note that this activity focuses on identifying approaches to quantitatively measure/estimate amounts of FLW as opposed to deriving values.
- Identify, describe and assess methods that are currently used or could be used (both within and outside North America) by facilities and organizations to quantitatively measure/estimate direct and indirect environmental and socio-economic impacts and benefits associated with FLW prevention, recovery, recycling and disposal at each stage of the food supply chain, and at a national/sub-national scale. Quantification of environmental and socio-economic impacts and benefits refers to the ability to correlate direct measurement data on FLW prevention, recovery, recycling and disposal with associated environmental and socio-economic impacts and benefits (e.g., direct and indirect GHG emission reductions, financial savings, jobs created, meals recovered, wasted resources, habitat loss, landfill space conserved). Impacts and benefits examined

² See table 6.1 of the [Food Loss and Waste Accounting and Reporting Standard](#)

under this work will be selected in consultation with the CEC Secretariat and project steering committee. This activity will include consideration of the range of methods used by governments, food industry, business and other organizations demonstrating leadership in measuring FLW in other countries outside of North America. Conduct a comparative and systematic analysis of strengths and weaknesses for each methodology and approach identified. Develop a table to categorize methodologies and approaches applicable for use by different types of organizations and facilities (e.g., government, food industry, business, other) at each stage of the food supply chain. Highlight methodologies and approaches that are more relevant or commonly used in practice with rationale. Note that this activity focuses on identifying approaches to calculate/estimate environmental and socio-economic impacts and benefits as opposed to deriving values for them.

- Identify, describe and assess key performance indicators (KPI) that can be used by organizations and facilities to report progress in FLW prevention, recovery and recycling at each stage of the supply chain in North America and per country as available/applicable. This work will also consider KPI used in other countries that may be relevant to North America. Conduct a systematic analysis and comparison for each KPI identified. Develop a table or otherwise summarize to identify KPI applicable for use by different types of organizations and facilities (e.g., government, food industry, business, other) at each stage of the food supply chain. Highlight KPI that are more relevant or commonly used with rationale.
- Identify, describe and assess approaches (including methodologies, good practices) to: (1) reconcile and use data resulting from varying FLW measurement approaches and timeframes, and with different levels of data quality, (2) normalize data for accounting and comparison across different stages of the supply chain, and (3) benchmark performance against peers.

B3. Prepare a Practical Guide for publication that:

- a. Assists government, food industry, business, institutions and nonprofit organizations in North America in better understanding how to measure and report FLW at each stage of the food supply chain, and at the national and sub-national levels and in a manner that supports and complements direction provided by the international FLW Protocol published by the World Resources Institute.

The consultant may need to allocate up to 40% of resources to support activities under B3 and related activities under B4.

The target audience for the guide is government, food industry, business, institutions and nonprofit organizations that are interested in measuring FLW in any stage of the food supply chain or at the national or sub-national level.

The consultant shall be responsible for undertaking the following activities under this component of the project:

1. Design a practical guide that establishes clear, user-friendly, step-by-step direction on:
 - a. how to build a business case for FLW measurement

- b. how to measure FLW
- c. how to quantify direct and indirect environmental and socio-economic impacts and benefits linked to FLW prevention, recovery, recycling and disposal
- d. how to resolve common data issues and challenges
- e. how to select key performance indicators for FLW measurement and reporting; and
- f. how to benchmark performance, and report FLW measurement findings in a manner consistent with the international FLW Protocol

The guide will be consistent with approved recommendations and guidance from B1, approved outcomes from activities described in B2, and direction contained in the international FLW Protocol published by the World Resources Institute. The guide should be developed alongside the development of the technical report identified under B2 above. The guide will also consider and include, to the extent practicable, existing and relevant guidance from other organizations including government, food industry, business, institutions and nonprofit organizations.

The guide will be organized and structured in such a manner that facilitates finding direction of specific interest to organizations and facilities within each stage of the food supply chain. The guide will include and distinguish between guidance of a general nature that may apply to any stage of the food supply chain and all types of organizations, and guidance of a specific nature that may apply to specific stages of the food supply chain and types of organizations. The practical guide will also include decision trees, infographics and other diagrams to help users navigate and facilitate decision-making regarding various elements of the FLW measurement process (including estimating environmental and socio-economic impacts and benefits).

The practical guide will also include in annexes case studies for each stage of the food supply chain and relevant for each sector (government, food-related industries, businesses and nonprofit organizations) that demonstrate how the guidance can be put into practice by a sector, an organization or facility. Illustrative and meaningful fictitious examples can be supplemented if no real world case studies can be identified.

2. Conduct reviews with the FLW measurement expert group of all elements of the practical guide throughout key stages of its development, and as directed by the Secretariat.
3. Update the practical guide to take into account input received from the FLW measurement expert group, CEC Secretariat, SC, and others.

B4. Preparation and finalization of reports and other documents for publication

The consultant shall be responsible for undertaking the following activities under this component of the project; however, note these items should be budgeted from B1 to B3:

1. Ensure all reports and other documents, including the practical guide and meeting summary report, are of publishable quality and adhere to the section II.D (Quality of Deliverables).
2. Ensure interviews are conducted and materials are reviewed by the FLW measurement expert group to ensure information contained within the reports and other documents is accurate and responds to the specific needs of government, food industry, business,

institutions and nonprofit organizations at each stage of the food supply chain for North America, and per country as available/applicable.

3. Ensure all draft and final reports and other documents are revised by the identified project manager for quality control prior to submission to the CEC Secretariat, SC, FLW measurement experts group and others for review and input. 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.
4. Ensure all draft and final reports and other documents are submitted to the CEC Secretariat on time in accordance with the schedule for deliverables below. Any delays, should they occur, will not reduce the allocated time made available for the CEC Secretariat, SC, FLW measurement experts group and others to review and comment on the deliverables. Final deliverables must have undergone complete copy-editing by a qualified editor (resume to be added to the proposal).
5. For all FLW measurement expert group reviews, prepare an internal working document (not to be published) that consolidates comments and recommendations from all reviewers, specifies which input will be accepted and which input will not be accepted, along with rationale.
6. Ensure FLW measurement expert group review and other input received is taken into consideration in conducting all research and preparing all reports and related documents for publication, subject to approval by the CEC Secretariat and SC.

Deliverables and Schedule/Milestones

Phase I: Activities from contract start date until 31 December 2018											
#	Deliverable	Feb 2018	Mar 2018	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sep 2018	Oct 2018	Nov-Dec 2018
1	Establishment of expert group	By 2 Feb									
2	Provide complete documents to be distributed for expert group introductory webinar	Week of the 12 th									
3	Organize and conduct expert group introductory webinar		Week of the 5 th								
4	Provide documents to be distributed for 1 st in person meeting of expert group, including framework for the			Week of the 23 rd							

	summary meeting report										
5	Attend and facilitate 1 st in-person meeting of expert group				Week of the 14 th						
6	Provide summary report of 1 st in-person expert group meeting and an internal working document consolidating comments and recommendations that will be accepted or not with rationale.				Week of the 21 th						
7	Provide documents to be distributed for 2 nd virtual meeting of expert group					Week of the 25 th					
8	Organize and facilitate 2 nd virtual meeting of expert group						Week of the 16 th				
9	Provide summary report of 2 nd virtual meeting of expert group and an internal working document consolidating comments and recommendations that will be accepted or not with rationale.						Week of the 23 rd				
10	Provide documents to be distributed for 2 nd in-person meeting of expert group								Week of the 3 rd		
11	Attend and facilitate 2 nd in-person meeting of expert group								Week of the 24 th		

12	Provide summary report of 2 nd in-person expert group meeting and an internal working document consolidating comments and recommendations that will be accepted or not with rationale.								Week of the 31 st		
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#	Deliverable	Feb 2018	Mar 2018	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sep 2018	Oct 2018	Nov-Dec 2018
1	Provide draft table of contents/framework of the report and list of approaches including methodologies, good practices and performance indicators to be reviewed in the report	Week of the 5 th									
2	Provide the list of environmental and socio-economic impacts and benefits to be reviewed in the report	Week of the 12 th									
3	Provide 1 st draft Technical Report		Week of the 26 th								
4	Provide 2 nd draft Technical Report							Week of the 20 th			

#	Deliverable	Feb 2018	Mar 2018	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018
1	Provide draft table of contents/framework for the Practical Guide	Week of the 5 th									

2	Provide 1 st draft Practical Guide		1 st week								
3	Provide 2 nd draft Practical Guide						1 st week				
4	Provide final Practical Guide										Week of the 5 th

Phase II: Activities from 1 January 2019 to 30 June 2019							
B1. Establish, Organize Meetings and Activities, Facilitate and Document Meetings of a Multi-Stakeholder FLW Measurement Group							
#	Deliverable	Jan	Feb	Mar	April	May	June
1	Provide documents to be distributed for 3 rd in-person meeting of expert group		Week of the 4 th				
2	Attend and facilitate 3 rd in-person meeting of expert group		Week of the 25 th				
3	Provide summary report of 3 rd in-person expert group meeting and an internal working document consolidating comments and recommendations that will be accepted or not with rationale.			Week of the 4 th			
B2. Preparation of Technical Report							
#	Deliverable	Jan	Feb	Mar	April	May	June
1	Provide final Technical Report			Week of the 25 th			

C. Periodic Reporting Requirements

At the onset of the project, the consultant will participate in a kick-off meeting with the CEC Secretariat and government officials from the CEC Parties through remote conferencing. Throughout the project, the consultant will work in close collaboration with the CEC, 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 designated staff.

The CEC Secretariat will forward draft deliverables to the project's Steering Committee 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 and assess progress on the project, including preparing material that would facilitate discussions with the Steering Committee.

- The consultant will inform the CEC of any potential problems, with suggested solutions and actions that could be taken to facilitate the project.

The consultant will work in their 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](#). 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. 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 sub-consultants, 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.

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. Project proposals should also specify country team leaders and team representatives for Canada, Mexico, and the United States.

3. Qualifications Required

Project proposals must clearly demonstrate that the project consultant possesses knowledge, skills and expertise in the following areas:

1. Use of key performance indicators for measuring FLW
2. Use of methods for measuring FLW across supply chains
3. Use of methods for quantifying environmental and socio-economic impacts and benefits associated with FLW prevention, recovery and recycling across supply chains
4. Developing guidance for the food industry, business and government
5. Country-specific FLW measurement approaches in Canada, Mexico and the US.
6. The consultant must have the capacity within its team to work fluently in written and spoken English and Spanish, and must have the capacity to conduct research in French, including interviews.

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 be organized as indicated below and include the following information:

1. Knowledge and Understanding of Work

- Provide 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 B (Description of Services) will be undertaken, including how assessments will be undertaken;
- Identify suggested modifications to the Terms of Reference, and the reasons 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 that 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 (C\$) By Task and Team Member

- For each member of the project team provide a detailed breakdown of assigned tasks, hours worked, and labour costs (C\$);
- Identify any other costs including travel costs (include estimate for in person meetings taking place at any of the three countries) and applicable taxes;
- 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 will be undertaken by the contractor at no additional cost.

Annex A: Corporate Information

- Identify relevant corporate information pertaining to this work.

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: Resumes for Each Team Member

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

Annex D: Declaration of Acceptance and Impartiality and Independence for Contract

- Provide a completed copy of the CEC form identified in the Annex to this Terms of Reference.

Annex E: Examples of Previous Work

- Provide two samples of previous 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 standard milestone-based contract for these services. A sample is available upon request.

All work within the contract must be completed by June 30, 2019.

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 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
Knowledge and understanding of work	10
Suitability of the work plan and methodology	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>	<i>100</i>

A minimum score of 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 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 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, 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\$300,000 (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 or other software approved by the CEC to detect plagiarism (US\$50) should also be considered.

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 were 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.

To facilitate the contracting process, the consultant shall divide the proposed budget breakdown into two phases: Phase I for activities until December 31, 2018, and Phase II for activities from January 1, 2019 to June 30, 2019, as described in section II-B. Description of Services. All work within Phase I must be completed by December 31, 2018. Phase II is contingent on the approval of the CEC 2018 budget.

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 table on deliverables and milestones described 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 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](#).

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 16 January 2018**. Proposals submitted after this deadline will not be considered.

Proposals must be submitted via e-mail to gsanchez@cec.org and ddonaldson@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 contacts at the CEC are:

David Donaldson, Head of Unit and Gabriela Sanchez, Project Lead
Commission for Environmental Cooperation
393, rue St-Jacques Ouest, bureau 200
Montreal, QC, Canada H2Y 1N9

Tel: 514-350-4337; 514-350-4329

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

ANNEX (see also Schedule D in CEC standard contract)

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: _____