



## **Terms of Reference**

### **Environmental Impact Assessment:**

**Integrating Aquaculture-Agriculture to Combat Food Insecurity in Malawi  
(IAAM Project)**

**Assignment location: Malawi**

**July 2024**

# Integrating Aquaculture-Agriculture to Combat Food Insecurity in Malawi (IAAM Project)

**Assignment location:** Dowa, Nkhotakota, Ntchisi, Chitipa, Mzimba, Rumphi, Blantyre and Zomba Districts of Malawi. (Please note that the two southern districts may potentially change; however, the new districts will still be in the southern region.)

Timeframe: 2 months

The Co-operative Development Foundation of Canada (CDF Canada) and its partners are seeking the services of a consultant to conduct an Environmental and Social Impact Analysis (ESIA) of the IAAM project in Malawi to assess and predict potential adverse social and environmental impacts and to develop suitable mitigation measures which will be documented in an Environmental and Social Management Plan (ESMP).

The ESMP will support the integration of environmental issues in project implementation, particularly ensuring that project activities are implemented in an environmentally sensitive manner, build the resiliency level of communities and co-operatives/MSMEs so they are able to adapt to the changes in climatic conditions that affect their livelihoods.

## 1. Project Background

The Integrating Aquaculture-Agriculture to Combat Food Insecurity in Malawi (IAAM Project) is a five (5) year initiative funded by the Norwegian Agency for Development Cooperation (Norad). The goal of the project is to increase the productivity and income of, and access to markets by, small-scale food producers, especially women, engaged in the integrated aquaculture-agriculture system (IAAS) comprising of fish, crops, livestock, and agroforestry sub-systems to combat food insecurity.

The project focuses on two approaches:

- Developing small-scale and low-cost integrated aquaculture-agriculture systems (IAAS) for small-scale fish farmers, especially women, and
- Strengthening the role of small-scale fish producers and small-and-medium sized enterprises including co-operatives in the value chains, especially women-led.

Reduction of food loss along food production chains will be a key feature by addressing harvest loss between beginning and completion of harvesting; loss between harvest and retail; and loss between retail consumption.

The Action Areas are:

**Co-operative & Value Chain Development:** Strengthen the organization of smallholder farmers through market linkages between farmers and private sector actors (co-ops and MSMEs) in the aquaculture value chain.

**Climate Resilient Aquaculture & Agriculture Production:** Increase knowledge among farmers on managing climate risks to support resilient aquaculture production.

**Agriculture Market Diversity:** Increase agricultural market diversity and resilience to climate shocks.

**Women's Rights & Gender Equality:** Promote women's participation in decision making both at household and community level.

**Sexual & Reproductive Health & Rights:** Improve SRHR for women, men, boys, and girls through social behaviour change communication and linkages to services.

**Forestry & Biodiversity Re-saturation:** Improve the forest cover in communities through community woodlots.

## Co-operative Development Foundation of Canada (CDF Canada)

CDF Canada is registered as a charity in accordance with the laws of Canada. The organization was established in 1947 and is headquartered in Ottawa. CDF Canada amalgamated with the former Canadian Co-operative Association. CDF Canada is governed by an independent Board of Directors made up of 11 individuals with strong links to Canada's co-operative business and international development sectors. Canada has a network of 8,500 cooperatives and credit unions, with total assets of over \$508 billion and 182,000 employees. Canadian co-operators have engaged internationally for more than 70 years through CDF Canada. CDF Canada's mission is to establish and grow co-ops internationally that build a better world, where individuals and communities thrive economically, socially, and culturally. Climate resilience and gender are key cross-cutting priorities in all of CDF Canada's programs. For more information about CDF Canada, please visit the website at <https://cdfcanada.coop/>.

### 1. Country Context

The urgency of the Project mirrors the challenges facing Malawi in the near and medium term in reducing hunger and improving food security in a persistently low-income environment and the existential threat of climate change. Malawi is a climate hotspot. Agriculture and aquaculture have become less resilient leading to heightened food insecurity. They have been weakened significantly by exogenous shocks of climate stressors observed in four ways:

- Extreme weather events such as floods, cyclones, droughts, and unpredictable rainfall patterns.
- Deforestation and forest degradation.
- Unsustainable landscape transformation posing a severe threat to ecosystems' functions and associated biodiversity and
- Prolonged wet periods impacting fish processing and resulting in high post-harvest losses.

Both agriculture and aquaculture appear to be locked into a downward spiral of low and declining productivity and a drag on economic growth, job creation, and poverty reduction. Climate change disrupts the food system by increasing vulnerability to new crises and contributes broadly to transitory, cyclical, and chronic food insecurity. Structural factors contributing to chronic food insecurity include chronic poverty (as both cause and consequence), the fragile natural resource base, weak institutions (e.g., markets, co-operatives/farmers' organizations, land tenure, microfinance, etc.), and weak government policies and their implementation (e.g., input support, extension and advisory services, crop diversification, water access, etc.). Approximately 70 per cent of the population of about 19.1 million in Malawi lives below the international poverty line of \$1.90/day (Malawi IPC Chronic Food Insecurity Report 2022). Household food insecurity derives largely from dependence on undiversified livelihoods based on low-input, low-output rainfed agriculture.

In Malawi, government data suggests there were 17,012 smallholder fish farmers (Malawi Annual Economic Report, 2022) with women comprising about 38.5 percent (CASA, 2020). Nearly 90 percent of local fish processors are women. Aquaculture has absorbed some of the growing labour force of Malawi. Therefore, it has cushioned the economic hardship, especially for women looking for means of livelihood to support their families. Aquaculture is seen as an alternative source of high-quality animal protein and livelihood, especially for lower income groups in a context where fish stocks, fish habitats, and fishery biodiversity are at risk due to overfishing in Lake Malawi. The demand for fish and fish products continues to rise due to population growth, yet fish production has stagnated.

Women are largely represented within the informal economy, with many pursuing economic opportunities in the fish value chain. These women have very few assets. Even when they own their land, they have little control over it.

Smallholder fish farmers, especially women, face many challenges, including:

- lack of quality fingerlings.
- low growth and low average yield per hectare.
- lack of availability of quality fish feeds and fish feed alternatives.
- weak advisory and extension services.
- poor appreciation of the environmental impact of aquaculture and agriculture.
- limited access to credit with high dependence on personal savings.
- weak access to post-harvest services and facilities and
- weak relationships with other aquaculture value chain actors aggravated by a lack of an enabling business environment.

As climate shocks and stress have increased the vulnerability of small women fish farmers to poverty, it has been worsened by specific drivers of gendered social norms.

### 3. Purpose of the Environmental Impact Assessment

#### 3.1 Introduction

Integrated Aquaculture Agriculture Systems (IAAS) offer sustainable solutions by combining fish farming and crop cultivation, but they also pose environmental challenges. High water demand can strain local resources and lead to pollution from nutrient runoff, while soil salinization and erosion can degrade land quality. Biodiversity is at risk from non-native species and habitat alteration, and the use of pesticides and antibiotics can contaminate ecosystems and contribute to antibiotic resistance. Disease transfer between farmed and wild populations is a concern, requiring effective pest and disease management. Climate change impacts, such as temperature fluctuations and extreme weather, can disrupt production, while high energy demand for system operations can increase greenhouse gas emissions. Waste management, including the handling of solid and organic waste, is crucial to prevent environmental contamination.

Reforestation, while beneficial for carbon sequestration, biodiversity, and soil health, can pose environmental challenges if not managed correctly. Monoculture plantations reduce biodiversity and increase vulnerability to pests and diseases, while using non-native species can disrupt local ecosystems and become invasive. High water consumption by certain tree species depletes local water resources, affecting communities and altering hydrological cycles. Poor soil management can lead to compaction, reduced fertility, and erosion. Social and economic impacts include displacement of local populations and conflicts over land use. Biodiversity loss occurs when inappropriate species are planted, disrupting habitats. Fire risk increases with flammable species and poor management. Mismatched tree species and climate conditions result in low survival rates and inefficient resource use.

#### 3.2 Malawi EIA requirements

**The act.** The Environment Management Act<sup>1</sup> of 2017 (updating previous legislation from 1997) provides for the conservation and management of the environment and sets national environmental standards. The act requires an Environmental and Social Impact Assessment for a wide range of project activities that could impact the environment.

**The authority.** The 2017 Act created the Malawi Environment Protection Authority (MEPA) which has the power to review and approve Environmental and Social Impact Assessments, strategic environmental assessments and other relevant environmental assessments.<sup>2</sup>

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<sup>1</sup> <https://www.fao.org/faolex/results/details/en/c/LEX-FAOC169354/>

<sup>2</sup> <https://www.mepa.mw/environmental-assessments/>

**The guidelines.** The Guidelines for EIA under the previous 1997 act required an EIA for projects involving:<sup>3</sup>

- A1.7 Construction of fish-farming or ornamental pond(s) where the capacity is greater than 100 cubic metres or where there is any direct discharge from a fish pond to a receiving water body.
- A1.8 Any proposal to introduce fish species in an area where they do not presently exist.
- A9.4 Establishment of forest plantations of greater than 50 ha.

Regardless of the expectations of MEPA, CDF Canada expects to prepare an ESIA, including an ESMP, to ensure that all environmental and social impacts are accounted for, and any risks mitigated during the implementation of the IAAM project.

## 4. Overall Goal and Objective of Consultancy

### 4.1 Purpose of the assignment

The purpose of this consultancy is to develop an environmental strategy to guide the implementation of sustainable, environmentally friendly project activities and to reduce the vulnerability of communities and co-operatives/MSMEs to environmental and social impacts, in particular by managing water usage, preventing pollution, conserving biodiversity, and addressing soil degradation through reforestation.

### 4.2 Objectives of the study

There are two main objectives for this consultancy assignment:

1. Conduct the required assessment
2. Prepare a full ESIA report, including an ESMP, suitable for submission to MEPA, and that will guide the project going forward.

### 4.3 Scope of work

The consultant will lead the process for conducting the environmental impact analysis and the development of an environmental strategy for the project in eight districts: Dowa, Nkhotakota, Ntchisi, Chitipa, Mzimba, Rumphi, Blantyre and Zomba Districts.

### 4.4 Expected Outputs and Deliverables

The consultancy aims to develop a comprehensive environmental strategy for sustainable project activities, focusing on reducing community and cooperative/MSME vulnerability to environmental impacts. This includes conducting thorough environmental and climate change risk assessments for all relevant project activities. A gender-sensitive assessment will evaluate climate resilience among project beneficiaries, while establishing baseline environmental data will monitor changes over time. The strategy will also evaluate the potential environmental implications of project implementation and propose strategies to minimize adverse effects, ensuring sustainable outcomes for all stakeholders involved.

The main deliverables of this contract will include:<sup>4</sup>

1. **Inception Report.** Conduct a document review of all relevant government strategies, policies, guidelines and regulations. Review CDF Canada program documents, need assessment report,

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<sup>3</sup>

<http://ead.gov.mw/storage/app/media/Resources/Guides/Guidelines%20for%20EIA%20in%20Malawi.pdf>

<sup>4</sup> <https://www.mepa.mw/environmental-assessments/>

project document, Logic Model (LM), Performance Management Framework (PMF) and other relevant documents. Prepare an inception report, summarizing the findings of the document review and detailing the methodology and work plan for the main work of the consultancy.

2. **ESIA.** Conduct the required assessment and prepare the full report: identify project area of influence; review legal and regulatory framework applicable to the project; describe project activities; analysis of alternatives; baseline data collection and description of project environmental settings; Identify of direct and indirect impacts; evaluate impact significance; propose alternatives and mitigation measures; and consult with directly affected and interested parties stakeholders. Prepare a draft ESIA report, including an ESMP.
3. **Present plan.** Present the draft ESIA and ESMP to CDF Canada and other relevant stakeholders for comment. Edit plan in response to feed back.
4. **Final Report.** Prepare a summary of the work done and the findings of the analysis, and present to CDF Canada.
5. N.B. The key elements of the ESIA report should include:<sup>5</sup>
  1. A **non-technical summary**, that can be easily understood by a non-technical audience.
  2. A **description of the project.**
  3. An analysis of **policy, legal and administrative framework**, including laws and regulations that pertain to environmental and social matters relevant to the project
  4. A **stakeholder identification** and analysis that lists all relevant stakeholders and explains the stakeholders' interests in and expectations from the project;
    - how they might influence the project (positively or negatively);
    - a first appraisal or estimation of how their livelihoods could be impacted by the project (positively or negatively); and
    - how they should be involved in the ESIA
  5. An **environmental and social baseline** that describes and analyses the environmental and social context in which the project operates, focusing on the project sites, building on existing secondary sources
  6. An **assessment of environmental and social impacts** that lays out the identified impacts, predicts their probability and assesses their significance, with a focus on adverse impacts on people's livelihoods, other potential social impacts, direct and indirect impacts. This may use qualitative or quantitative methods. Participatory research and assessment tools should be employed wherever sensible to increase stakeholder's understanding of the project,
  7. An **analysis of alternatives** that identifies other options, including not implementing the project, to achieve the project objectives and compare their impacts with the original proposal. This should systematically compare feasible, less adverse, alternative technologies, designs, operations and sites – including the "no project" option – to the proposed project.
  8. An **Environmental and Social Management Plan (ESMP)** that provides a strategy for managing risks and mitigating impacts, The identification of mitigation measures
  9. The **results of stakeholder consultations** that summarizes the concerns raised by stakeholders and explains how these concerns have been addressed in the ESIA and the ESMP.

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<sup>5</sup> 'Environmental and Social Management System (ESMS) Manual Version 2.0' (Switzerland: International Union for Conservation of Nature, 2016), [https://www.iucn.org/sites/default/files/2022-05/iucn-esms-manual\\_0.pdf](https://www.iucn.org/sites/default/files/2022-05/iucn-esms-manual_0.pdf).

Consultations should reach out all potentially affected groups. The process should be culturally appropriate, non-discriminatory and gender sensitive.

## 5. Proposed Methodology

The analysis will be based on the findings from the desk-top research, field visits, and interviews with project participants (W/M) and all relevant stakeholders. It should employ appropriate data collection and analysis techniques related to quantitative and qualitative data to address the requirements of an ESIA. These include but are not limited to focus group discussions and key informant interviews. The analysis will be also supported by findings from the existing government and NGO reports, and project documents. The consultant will be expected to undertake data gathering visits to 8 districts of Malawi, and co-ordinate data gathering with the IAAM Country Manager.

### 5.1 Planning Phase and Desk review

- Conduct a desk study of all relevant project documents, including the logic model and elements of the implementation plan.
- Collect all relevant studies, materials, and statistics already produced by relevant government agencies and other donors, NGOs, and/or research institutes in the recent past, and detail the outcomes of these studies, as a starting point of the research and to reveal the main constraints and opportunities that might appear during this assignment.
- Clarify the research framework and methodology in conjunction with CDF Canada.
- Clarify the data collection methodology based on input from partners and key stakeholders. The size and composition of the research participants should be finalized as well.
- Applying gender perspectives on climate change into all information analysis for the report.
- Prepare a detailed Inception Report, including the final workplan.

### 5.2 Data Collection Phase and Field Work

The consultant will be expected to travel to at least 8 districts in Malawi (Dowa, Nkhotakota, Ntchisi, Chitipa, Mzimba, Rumphu, Blantyre and Zomba Districts) to collect data. The consultant is expected to conduct the fieldwork to collect missing data, assess the specific situation, and engage with potential stakeholders and key informants for the collection of their views.

Fieldwork includes:

1. Identification of the key experts (key informants, e.g. sources of credible information) in the aquaculture industry, by the above sub-sectors.<sup>6</sup> Interviews with them where possible.
2. Conduct field research and organize round table discussions on key study topics to gather and quantify relevant data. This includes engaging with farmer groups, cooperatives, MSMEs operating in the industry to discuss and collect insights related to the principal tasks of the study.

### 5.3 Data processing and reporting phase, including:

1. Data processing and development of a draft ESIA report, including an ESMP, suitable for submission to MEPA, and presenting it to CDF and partners.<sup>7</sup> The draft research report should be based on the data received (raw data/analyzed data/ information in the project research, and from government and implementing partners), in accordance with CDF Canada's guidelines.

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<sup>6</sup> CDF Malawi and the implementing partners can provide some assistance with the location of the experts, logistics of the meetings, and will provide some information from the existing project databases.

<sup>7</sup> It may be done remotely, and the presentation is to be held using Zoom/Teams/Skype or other popular software.



2. Technical consultation workshops with value stakeholders to validate research findings (in person or on-line).
3. Preparation of the final report based on the feedback from CDF Canada and stakeholders and submission by the scheduled deadline.

#### 5.4 The overall duties of the consultant also include:

- Arrange meetings and collect data in the 8 districts being visited. Some assistance can be provided by the project's field team.
- Coordinate with the IAAM Country Manager throughout the data collection cycle and conduct online meetings periodically.
- Guide the data collection process and ensure the reliability of the results and troubleshoot any issues that may arise during this process.
- Discuss findings with the local CDF Canada team regularly and suggest improvements in data collection in real-time, as needed.

### 6. Duration

It is estimated that the research should take **no more than 35** working days and can be spread over the course of two months (October to November 2024). Please note that the contract should be fully completed and closed BEFORE December 31<sup>st</sup>, 2024. Below is a tentative schedule for the consultancy:

No	Activity	Indicative days
1	Briefing, desk review and submission of work plan/methodology	5
	Prepare Inception Report and discuss with CDF Canada	
2	Field Research, interviews, consultations and meetings for development of environmental strategy	16
3	Analysis of data and write-up of the Environmental and Social Impact Analysis (ESIA) report	5
5	Drafting of Environmental and Social Management Plan (ESMP)	5
6	Presentation of draft ESIA and ESMP strategy and recommendations for comments	1
7	Finalization and submission of environmental strategy	4
	Total days	31

### 7. ToRs Amendment

CDF Canada and the consultant may amend part of the present ToRs to have outputs and deliverables that better adheres to the context. The amendments need to be reflected and justified in the final report and approved by CDF.

### 8. Consultant Expertise and Qualifications

The consultant should have the following qualifications and expertise

- Experience preparing ESIA's and ESMPs for international development projects in Malawi.



- At least 10 years of extensive experience in applying participatory methodologies for data collection and developing environmental strategies that address gender concerns within the food security sectors, possess strong professional knowledge in aquaculture, agriculture, environment, rural development, food security, gender, and co-operative development.
- Experience in the area of environmental, aquaculture, and agriculture with proof of activities carried out within the last 5 years.
- Good knowledge and understanding of alternative development in food security, aquaculture and agriculture.
- Good understanding of poverty, social and cultural issues.
- In-depth knowledge of environmental and climate change issues.
- Demonstrated high level of professionalism and an ability to work independently and in high pressure situations and under tight deadlines.
- Work experience in NGO's, INGO'S, donor funded projects and other relevant institutions will be an added advantage,
- Excellent analytical skills.
- Willing to travel within Malawi.
- Ability to write and communicate in English.
- Knowledge and understanding of the politics, economics, culture and society in Malawi.

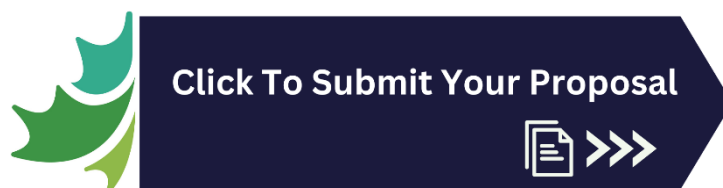
## 9. Compensation

Compensation will be commensurate with experience. Travel, per diem, and related expenses must be pre-approved and will be reimbursed in accordance with CDF Canada guidelines specified in the contract.

Payment will be made upon successful completion of all deliverables.

## 10. Application

Please submit the following documents to CDF Canada's Application platform no later than 4:00 p.m. EST on Wednesday, August 31<sup>st</sup>, 2024, including the position title ("IAAM Project Environmental Analysis") in the subject line. Please note that consultants can apply for this position as an individual (1 person) or an organization (1 company). In the case of a company application, a maximum of 2 consultants are expected to complete the assignment.



<https://cdfcanada-coop.hiringplatform.ca/processes/186971-consultant-environmental-impact-assessment?locale=en>

Candidates interested in the assignment are expected to provide the following documentation:

1. Current resumé or company profile<sup>8</sup> with a statement of experience. A minimum of 3 references should be provided.

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<sup>8</sup> In the case of a company application, the company should indicate the names and functions of the people whose involvement in the current assignment is expected

2. A technical proposal with a detailed response to the TOR, with a specific focus on the scope of work, expected outputs and deliverables, the methodology to be used, and key selection criteria for respondents (no more than 5 pages).
3. Initial work plan and delivery timeframes.<sup>9</sup>
4. A financial proposal with an applicable daily professional fee and other modes of payment inclusive of all costs.
5. A sample of previous environmental analysis study or research project.

Link for submission:

CDF Canada thanks all applicants for their interest; however, only shortlisted applicants will be contacted.

CDF Canada is an equal opportunity employer, considering all qualified applicants irrespective of race, colour, religion, gender, gender identity or expression, sexual orientation, national origin, disability status, or age.

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<sup>9</sup> In case of application as a company, the technical proposal should also include the distribution of duties and specify the role of a respective team member.

## Annex 1: Assessment Methodology

CDF Canada will use the following methodology to assess proposals:

### Step 1 – General Mandatory Requirements of this RFP

Each Proposal will be examined to determine compliance (pass or fail) with all CDF Canada’s Mandatory Requirements. Non-compliant Proposals will receive no further consideration.

These general Mandatory Requirements will be confirmed by CDF Canada.

#	Mandatory Requirements	Compliant (yes or no)
Mi	Met submission close date and time	
Mii	Included all required files	

### Step 2 – Statement of Work Mandatory and Rated Requirements

Compliant Proposals will be evaluated and attributed points according to the degree to which they meet or exceed CDF Canada’s Rated Requirements.

Rated Requirements	Weighting %	*Points 0-10	Score
	A	B	A x B
Team Section	10		
Resources Section	40		
Methodology Section	40		
Total %	90		

#	Rated requirements	Weight
	TEAM	10
M1	<p>Executive Summary</p> <p>The Proponent shall include a short executive summary highlighting the following:</p> <p style="padding-left: 40px;">a. A description of the team demonstrating:</p> <ul style="list-style-type: none"> <li>• The proponent’s relevant specializations</li> <li>• Senior levels of experience within the team of analysis and research</li> <li>• details of any sub-contracting arrangements to be proposed</li> </ul> <p style="padding-left: 40px;">b. A brief summary of what makes the Proponent’s team stand out from its competitors</p>	M
R1	<p>Similar Services</p> <p>The Proponent must have provided similar services as described in the Statement of Work.</p> <p>In order to demonstrate the Proponent’s response should include a list of at least 3 likely services with the following details:</p>	10

	<p>a. name and address of the client;</p> <p>b. services period, e.g. start and end dates; and</p> <p>c. brief description of services provided by the Proponent, and which of the proposed team members were involved.</p>	
	RESOURCES	40
R2	<p>All Proposed Resources Experience – Demonstrate Experience</p> <p>The Proponent’s response should demonstrate the quality and level of expertise of its proposed team by providing a up-to-date bio (maximum two-pages) for each proposed resource that includes relevant work experience, education, and all relative professional designations and certifications. The team should include :</p> <ul style="list-style-type: none"> <li>- Senior levels of experience managing and implementing environmental and social impact assessments, including complex strategic or programs.</li> <li>- Knowledge of research for development, in particular as it relates to co-operatives</li> <li>- Skills in data collection, analysis and reporting for both quantitative and qualitative data</li> <li>- Proven expertise in synthesizing large volumes of data and evidence into clear findings, conclusions and recommendations</li> <li>- Excellent communication skills, including data- and information visualization</li> <li>- Mechanisms for coordination to ensure a timely and high-quality evaluation</li> </ul>	
	METHODOLOGY	40
R2	<p>Understanding of requirements:</p> <p>The Proponent should demonstrate that they have a complete understanding of the objectives and requirements as described in the Statement of Work.</p>	5
R3	<p>Approach/Methodology</p> <p>The Proponent should describe its approach to successfully deliver all research products as per TOR.</p> <p>The Proponent should provide an initial proposal for an environmental impact analysis, including:</p> <ul style="list-style-type: none"> <li>• Methods and data sources and how they will be used to answer the evaluation questions</li> <li>• Analytical framework and process for data analysis</li> <li>• A draft workplan with project schedule and timeline</li> <li>• Roles and responsibilities chart, including time commitments of each member</li> </ul>	35

### Step 3 – Presentations and References

The top three (3) compliant and highest scoring technical proposals will be shortlisted for further review. Shortlisted Proponents may be asked to prepare a presentation, and or to provide additional information prior to the final selection. The Offerors reserve the right to supply more information to those Proponents who are shortlisted. Prior to final selection references will be contacted, those with favorable references will advance to Step 5- Final score.

### Step 4 – Financials

Applicants must provide a full budget (inclusive of all cost/fee) which includes the cost of the lead consultants time, local researchers time and travel, and all expenses to collect data inclusive of all cost.

The Proponents’ Financial Proposals will be scored. The Proponent submitting the lowest price will receive the maximum 10 points on the standard assessment scale of 0-10. All other Proponents will receive a prorated score out of 10 based on the relative proportion of their price to the lowest price submitted.

Rated Requirements	Weighting % A	*Points 0-10 B	Score A x B
Total pricing, exclusive of taxes	10		
Total %	10		

### Step 5 – Final Score

Scores for the shortlisted Proponents’ proposals will be calculated, and CDF Canada may select the Lead Proposal achieving the highest total points, subject to the Offeror’s reserved rights.

### Step 6 – Proponent Selection

Acceptance of a proposal does not oblige CDF Canada to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of CDF Canada to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Lead Proponent’s proposal, CDF Canada will enter into discussions with the Lead Proponent for the purpose of finalizing the Contract. In the event no satisfactory Contract can be negotiated between the Lead Proponent and CDF Canada, CDF Canada may terminate negotiations.

In such event, if CDF Canada feels that the Proponent with the second highest score may meet the requirements, CDF Canada will continue the process with the secondary Proponent, and so on.

Announcement of the successful Proponent will be made to all Proponents following the signing of a Contract no later than 72 days following the award of a Contract. Upon request from an unsuccessful Proponent, CDF Canada will provide the reasons why that particular proposal was not selected.