KENYA FIT FOOD CREATIVE DIRECTOR

Issued by
The Global Alliance for Improved Nutrition (GAIN)

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I. PROJECT BACKGROUND AND SCOPE OF WORK

1. ABOUT GAIN

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, we aim to transform food systems so that they deliver more nutritious food for all people.

At GAIN, we believe that everyone in the world should have access to nutritious and safe food. We work to understand and deliver specific solutions to the daily challenge of food insecurity faced by poor people. By understanding that there is no “one-size-fits-all” model, we develop alliances and build tailored programmes, using a variety of flexible models and approaches.

We build alliances between governments, local and global businesses, and civil society to deliver sustainable improvements at scale. We are part of a global network of partners working together to create sustainable solutions to malnutrition. Through alliances, we provide technical, financial and policy support to key participants in the food system. We use specific learning, evidence of impact, and results of projects and programmes to shape and influence the actions of others.

Headquartered in Geneva, Switzerland, GAIN has representative offices in Denmark, The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

2. BACKGROUND

GAIN is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP.

GAIN has been developing a new approach, Emotivate™, to its public facing demand generation programme aimed at increasing the consumption of healthy, sustainable foods (HSF). Emotivate’s™ reflects the social, economic and structural developments underway in low and middle income countries and how they affect people’s food choices.

1.1. WHY A NEW APPROACH

As the economies of low and middle income countries develop, people's relationship with food is changing. The changes for parents have a particular impact on everyone’s food consumption as circa 70%+ of the population in LMIC countries, such as Kenya, live in a household with a parent of children under 15.

Economic growth and urbanisation have brought many positive developments, such as increased school attendance, but also challenges through increased journey times, smaller households comprising fewer generations and a growth in single parent families. An increase in disposable income and associated aspirations is counterbalanced by less time together as a family, the stress of juggling ever busier lives and the associated practical and emotional impacts. These dynamics sit in a broader societal context: the social status of eating different food types, the role of women at home and in the workforce, and a desire for less autocratic parenting.

Food choices that solve today’s challenges are understandable. Our biology prefers fats and sugars and these foods are becoming more available, affordable, and heavily promoted. Whilst our subconscious favours solutions now over benefits later. In this context, it is not surprising that today’s unhealthy food choices out compete healthier options that promise benefits at some point in the future. Parents, and in
particular Mums, feel alone in trying to hold this tension between today’s challenges and their own responsibilities as a parent.

1.2. EMOTIVATE - THE APPROACH

Through Emotivate™, GAIN creates and sustains an emotional desire for better diets, as well as specific foods whilst reducing the barriers for people to act on those desires. This is achieved by resolving an immediate emotional tension that exists for people today, rather than promising a rational benefit (usually as health benefits) in the future.

GAIN’s demand creation approach also recognises that many food choices happen at the point of purchase, which needs rebalancing in favour of healthier foods, and that the broad cultural context which we live in needs to prefer sustainable, healthy food and support those responsible for food choices. Emotivate™ is therefore one of GAINs 3 Demand Creation principles:

- creating supportive food cultures and norms
- reducing the bad by addressing the market imbalance towards unhealthy foods
- promoting good food by generating a desire for sustainable, healthy diets today - Emotivate™

1.3. PUTTING IT INTO PRACTICE

GAIN has received funding to undertake a 5-year programme to improve diets amongst lower income families in Kenya using the Emotivate™ approach combined with developments in the supply chain for fruits and vegetables.

An extensive research programme, comprising 2 tranches of qualitative research, mining the lived experiences of Kenyan families has identified the following:

Parents understand the benefits of a healthy diet as well as the risks of poor quality choices. They know it is important. Yet they struggle to prioritise healthy choices for their families. With busy schedules, competing priorities, inadequate resources and lack of a sense of immediate risk, parents find their ambitions to have a better diet overtaken.

Children do not really like healthy foods and are vocal in expressing their food preferences. Parents want to have a good relationship with their kids and simply don’t have the energy (mental, emotional and physical) to work hard on a meal only to have it be rejected. So they avoid the fight and that means giving in and, for parents, it feels like they are failing. Embarrassed, they don’t share these fears and feel alone with the sense of failure.

The single minded thought we want to create through the Kenyan Emotivate™ programme is

I’m not alone in feeling this way, we can be the parents we want to be.

In conjunction with GAIN’s local agency, this insight has been developed into a brand ‘Fit Foods’ and the first campaign concept:

Step up to the plate

Now the programme funding has been confirmed, GAIN want to involve a Creative Director to develop the campaign strategy to the next level, assist in the recruitment of local agencies and oversee the development of the campaign’s creative output across all touch points. Further information is found in the ANNEX.

3. SCOPE OF WORK AND DELIVERABLES

The scope of the work is to oversee the development, production and implementation of all creative output associated with the Kenyan FitFood programme.
The Creative Director will collaborate with teams comprising graphic designers, artists, scriptwriters and other creative professionals across multiple agencies in all aspects from the idea phase to execution. Working in conjunction with the creative teams in local agencies, they will guide copywriters, artists, and designers to create the campaign elements required by the campaign strategy. They will report to the Marketing Advisor, and consult with the Sr. Programme Manager for Demand Creation and Behaviour Change for major decisions and approvals, but must be capable of working independently, using their professional judgment to manage the day-to-day creative details of the programme.

1.4. RESPONSIBILITIES OF THE CREATIVE DIRECTOR

The following are the envisaged responsibilities of the Creative Director:

- Review the campaign strategy with the programme team and amend as necessary to reflect the programme’s objectives and budget
- Contribute the selection of the creative agencies through a structured RFP process. There are at least 4 channels, video, radio, out of home, in-market promotions, that require design and production of creative content.
- Be responsible for managing the creative agencies to the deliverables agreed in their contracts
- Encourage creative team members to foster a creative atmosphere on the programme
- Where necessary, mentor the creative teams to further their professional development
- Report progress of projects at major stages of their conception, design, and execution
- Ensure designs and content reflect consistently and positively FitFood’s brand and the campaign strategy
- Work with GAIN’s local marketing agencies to create products using the most current industry best practices
- Anticipate problems that may impede the programme from completing on time and agree solutions with the programme team.

3.1. OBJECTIVES

The Creative Director objectives will be as follows:

- Within the project team, be the ‘ambassador’ for the FitFood and campaign strategy
- As part of the procurement panel, support the commissioning of relevant Agencies capable of delivering the campaign strategy.
- Play a leading role in on-boarding the agencies and their creative teams to develop creatives and an implementation plan based on the strategy above.
- Working through the agencies’ Creative Management, oversee the development of all creative outputs to a high standard, in line with campaign concept and FitFood brand.
- Support the translation of the creative into finished executions through the production process, maintaining consistency with the original idea and FitFood’s positioning.

3.2. DELIVERABLES

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<thead>
<tr>
<th>Deliverable</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>1. Campaign Strategy Review</td>
<td>March 15, 2022</td>
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<tr>
<td>2. Support Agency Procurement for TV/video, radio, print, events</td>
<td>April 2022</td>
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<td>3. Lead Agency Onboarding</td>
<td>May 2022</td>
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4. Supervise the development of creative across all agencies | May 2022
5. Translation of creative into finished executions through the production process | June 2022
6. Revise / Adapt materials based on performance metric | September-October 2022

II. INSTRUCTIONS FOR RESPONDING

This section addresses the process for responding to this solicitation. Applicants are encouraged to review this prior to completing their responses.

2. CONTACT

Please direct all inquiries and other communications to the contact below. Responses will not be confidential except in cases where proprietary information is involved.

rfp@gainhealth.org with subject line: Fit Food Creative Director

3. BUDGET

Applicants are required to provide GAIN with a detailed budget that includes days/deliverable, daily rate, travel, and other operating costs. The final budget amount will have to be approved by the organisation prior to starting the project.

4. FORMAT FOR PROPOSAL

The format of the proposal is at the discretion of the bidder. It needs to demonstrate the following:

- The Creative Director’s creative flair, including excellent verbal and written communication skills.
- The proposed approach to managing multi-agency creative development with examples.
- Evidence of working with and through the creative management of multi-agencies to influence the work of creative teams.
- Experience of developing new and existing brand identities through multi-channel marketing.
- Competence in interacting with colleagues at all levels and with external stakeholders
- Evidence of direct experience in community activation, creative use of media channels beyond spot advertising (e.g. radio) and broadcast advertising.
- Professional business skills, such as negotiation, project management, and leadership
- Talent in presenting information concisely and accurately, with keen attention to detail

Although not mandatory, evidence on campaign development in low and middle income countries and an awareness of the media landscape and touch points in such countries would be beneficial.
5. **SUBMISSION**

Interest candidates should submit the following to rfp@gainhealth.org ‘Kenya FitFood Creative Director’

- Proposal as outlined in 4
- Budget as requested in 3.

6. **DEADLINE**

Completed proposals should be submitted to GAIN by 3 March 2022 midnight Central Europe Time.

7. **UNACCEPTABLE**

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline at the specified receiving office.
- Proposals received by fax.
- Incomplete proposals.
- Proposals that are not signed.

8. **ACCEPTANCE**

GAIN will not necessarily accept the lowest cost or any of the Proposals submitted. Accordingly, eligibility requirements, evaluation criteria and mandatory requirements shall govern.

9. **COMPLETION**

- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed by a principal or authorising signatory of the lead firm or organisation.
- In case of errors in calculating overall costs, the unit costs will govern.
- It is the applicant's responsibility to understand the requirements and instructions specified by GAIN. In the event that clarification is necessary, applicants are advised to contact (see section II. point 1.), prior to making their submission.
- While GAIN has used considerable efforts to ensure an accurate representation in this Request for Proposal (RFP), the information contained in this RFP is supplied solely as a guideline. The information is not warranted to be accurate by GAIN. Nothing in this RFP is intended to relieve applicants from forming their own opinions and conclusions with respect to the matters addressed in this RFP.
- By responding to this RFP, the applicant confirms its understanding that failing to comply with any of the RFP conditions may result in the disqualification of their submission.

10. **RIGHTS OF REJECTION**

GAIN reserves the right to reject any or all submissions or to cancel or withdraw this RFP for any reason and at its sole discretion without incurring any cost or liability for costs or damages incurred by any applicant, including, without limitation, any expenses incurred in the preparation of the submission. The applicant acknowledges and agrees that GAIN will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.
11. REFERENCES

GAIN reserves the right, before awarding the Proposal, to require the applicant to submit such evidence of qualifications as it may deem necessary, and will consider evidence concerning the financial, technical and other qualifications and abilities of the applicant.

12. RELEASE OF INFORMATION

After awarding the Proposal and upon written request to GAIN, only the following information will be released:

- Name of the successful applicant.
- The applicant's own individual ranking.

III. TERMS AND CONDITIONS OF THIS SOLICITATION

1. NOTICE OF NON-BINDING SOLICITATION

GAIN reserves the right to reject any and all bids received in response to this solicitation and is in no way bound to accept any proposal. GAIN additionally reserves the right to negotiate the substance of the successful applicants’ proposals, as well as the option of accepting partial components of a proposal if deemed appropriate.

2. CONFIDENTIALITY

All information provided as part of this solicitation is considered confidential. In the event that any information is inappropriately released, GAIN will seek appropriate remedies as allowed. Proposals, discussions, and all information received in response to this solicitation will be held as strictly confidential.

3. RIGHT TO FINAL NEGOTIATIONS ON THE PROPOSAL

GAIN reserves the right to negotiate on the final costs, and the final scope of work of the proposal. GAIN reserves the right to limit or include third parties at GAIN’s sole and full discretion in such negotiations.

4. EVALUATION CRITERIA

Proposals will be reviewed by the Selection Team. The following indicate a list of the significant criteria against which proposals will be assessed. This list is not exhaustive or 100% inclusive and is provided to enhance the applicants’ ability to respond with substance.

Applicants are required to submit the following information, conforming to the guidelines given in this section:

- Understanding of the scope of work:
  - Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section I.
- Demonstrate a clear understanding of the technical requirements of this RFP:
  - Providing detailed technical documentation of the proposed strategy.
  - Evidence of experience delivering solutions using the proposed information technology platform.
● The creative and methodological approaches required to implement each of the parts of the scope of work.
● Comprehensiveness of work plan and reasonableness of proposed time frame:
  o Proposal shall include a feasible work plan to ensure successful completion of deliverables.
  o The work plan details how activities will be coordinated.
● Detailed budget and cost-effectiveness of proposed approach:
  o Proposal shall identify possible challenges and include creative approaches to addressing them.
● Management and personnel plan:
  o The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
  o Roles and responsibilities of each team member shall be clearly defined. GAIN shall have one main contact person clearly identified in the proposal.
● A duly completed offer of services.

GAIN reserves the right to contact the individuals and contractor(s) in order to verify the information provided as part of the Proposal.

5. REVIEW PROCESS

The review process will involve a Review Panel with participants selected by GAIN.

6. LIMITATIONS WITH REGARD TO THIRD PARTIES

GAIN does not represent, warrant, or act as agent for any third party as a result of this solicitation. This solicitation does not authorise any third party to bind or commit GAIN in any way without GAIN’s express written consent.

7. COMMUNICATION

All communication regarding this solicitation shall be directed to appropriate parties at GAIN. Contacting third parties involved in the RFP, the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the proposal.

8. FINAL ACCEPTANCE

Award of a Proposal does not imply acceptance of its terms and conditions. GAIN reserves the right to negotiate on the final terms and conditions including the costs and the scope of work when negotiating the final contract to be agreed between GAIN and the applicant.

9. VALIDITY PERIOD

The offer of services will remain valid for a period of 60 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter into a contract subject to GAIN’s terms and conditions.
10. INTELLECTUAL PROPERTY

Subject to the terms of the contract to be concluded between GAIN and the applicant, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, source code and specifications developed by the applicant in performance of the contract shall vest entirely with GAIN.

11. SCOPE OF CHANGE

Once the contract is signed, no increase in the liability of GAIN or in the fees to be paid by GAIN for the services resulting from any change, modification or interpretation of the documents will be authorised or paid to the applicant unless such change, modification or interpretation has received the express prior written approval of GAIN.

IV. OFFER OF SERVICES

7. Offer submitted by:

8. __________________________________

9. __________________________________

10. __________________________________

11. __________________________________

12. __________________________________

13. __________________________________

14. (Print or type business, corporate name and address)

15. I (We) the undersigned hereby offer to GAIN, to furnish all necessary expertise, supervision, materials, and other things necessary to complete to the entire satisfaction of the Executive Director or authorised representative, the work as described in the Request for Proposal according to the terms and conditions of GAIN for the following prices:

   a. Click or tap here to enter text.
   b. Click or tap here to enter text.
   c. Click or tap here to enter text.
   d. Click or tap here to enter text.

16. I (We) agree that the Offer of Services will remain valid for a period of sixty days (60) calendar days after the date of its receipt by GAIN.

17. I (We) herewith submit the following:

   (a) A Proposal to undertake the work, in accordance with GAIN's requirements specified.
   (b) A duly completed offer of services, subject to the terms herein.

OFFERS WHICH DO NOT CONTAIN THE ABOVE-MENTIONED DOCUMENTATION OR DEVIATE FROM THE PRESCRIBED COSTING FORMAT MAY BE CONSIDERED INCOMPLETE AND NON-RESPONSIVE.

Date this day of Click or tap here to enter text. in Click or tap here to enter text.
_______________________ Click or tap here to enter text.
Signature (applicant)

_______________________ Click or tap here to enter text.
Signature (applicant)
Consumer Problem *why parents don’t prioritize better diets for their families*)

Parents seek to avoid unnecessary conflict in the house. The inevitable disagreement about dinner is just not worth it; they want to have a good relationship with their kids and simply don’t have the energy (mental, emotional and physical) to work hard on a meal only to have it be rejected.

Insight *(the truth that cracks open the problem and makes it feel solvable)*

Avoiding the fight means giving in and, for parents, that feels like failing where everyone else succeeds.

Strategy *(how we will solve the problem)*

Show parents that they’re not alone in that feeling and in solidarity (within the family and with other parents - micro and macro) they can find another way.

Findings from the Consumer Research

- Near universal agreement amongst single and married women that they want to feed their kids better food but they feel very alone in their desire to do so;
  - They don’t feel supported by their husbands or partners
  - And they feel powerless to convince their strong willed, vocal children.
- Many of the women told personal stories of the fights and disagreements they have had with their children about food and talked about how hard they found those moments.
- Fathers, on the other hand, didn’t see the disagreements or feel the same frustration and disappointment; they frequently bring treats for the kids and don’t have the same emotional commitment to the way the kids eat.