

REQUEST FOR PROPOSALS

TO REVIEW AND VALIDATE ATTRIBUTION RATES ACROSS THREE IMPACT LEVELS OF THE WORKFORCE NUTRITION ALLIANCE

Issued by
The Global Alliance for Improved Nutrition (GAIN)

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I. PROJECT BACKGROUND AND SCOPE OF WORK

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 The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania, and Uganda. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

BACKGROUND

The Workforce Nutrition Alliance was launched in October 2019 by the Consumer Goods Forum (CGF) and the Global Alliance for Improved Nutrition (GAIN) to help employers ensure their employees have access to and knowledge about healthy nutrition, breastfeeding support and nutrition-focused health checks. The Workforce Nutrition Alliance’s (WNA) aim is to support employers to adopt and expand workforce nutrition (WFN) programmes through advocacy and technical support. To better understand and communicate our reach and impact, the WNA monitors reach and impact across three levels:

Level 1: Workers reached and impacted through companies scoring on workforce nutrition-specific indicators through business accountability frameworks (e.g., Access to Nutrition Initiative Global and Country Indices, World Benchmarking Alliance Food & Agriculture benchmark, and Gender benchmark)

Level 2: Workers reached and impacted through companies with active WFN commitments (registered through the Nutrition Accountability Framework) or through companies that are a member of CGF’s Collaboration for Healthier Lives.

Level 3: Workers reached or impacted through companies directly using our tools (e.g, self-assessment scorecard, masterclass – see the WNA website).

To ensure accurate and transparent reporting, the WNA has adopted provisional attribution rates for the results achieved through each level: 50% for Level 1, 75% for Level 2, and 100% for Level 3. These figures aim to avoid overclaiming of achieved results, acknowledging that the WNA’s influence varies by level of engagement.

These attribution rates are based on internal assumptions about what would likely have happened in the absence of the Alliance. Specifically, we asked ourselves: *To what extent would these companies have taken similar actions without our support, tools, or influence?* The resulting estimates reflect our best judgment of the Alliance’s added value, but they have not yet been validated through a formal methodological process.

The purpose of this assignment is to review, validate, and, if necessary, refine these attribution rates using a robust, evidence-informed approach. This will support WNA's credibility with key stakeholders, including donors and governance bodies, and strengthen the integrity of our monitoring and reporting framework.

SCOPE OF WORK AND DELIVERABLES

The successful applicant shall present a clear methodological approach to estimate the attribution rates of the three levels of WNA support.

OBJECTIVES

To test, refine, and validate the assumptions and attribution rates regarding workforce nutrition impact achieved by companies as a result of the Workforce Nutrition Alliance's efforts

DELIVERABLES

1. A review of the current attribution framework used by the Workforce Nutrition Alliance, including:
 - An assessment of the rationale behind the existing attribution rates (100%, 75%, 50%)
 - Identification of strengths, gaps, and potential biases in the current estimation approach
 - Interviews with a number of stakeholders across the WNA levels
2. A desk review and comparative assessment of attribution methodologies used by similar alliances or initiatives, if applicable. Alternatively, a comparable attempt should be made to estimate distal impact at similar levels of engagement.
3. Design of an evidence-based methodology for estimating and justifying attribution rates across the three result levels
4. A validated or revised set of attribution rates (or ranges), including:
 - Documented justification and assumptions
 - Sensitivity analysis to understand how changes in assumptions affect reported outcomes
5. Final presentation (including a concise report and a Powerpoint deck outlining the applied methodology, etc.)
6. A practical guide to support the internal use of the attribution model

EXPERTISE REQUIRED

For this assignment, we seek a consultant, a firm, or a consortium with the following qualifications:

1. Proven experience in designing and applying attribution models
2. Experience in Methodological Review and Sensitivity Analysis
3. Demonstrated experience conducting sensitivity analyses and interpreting their implications.
4. Strong understanding of workforce nutrition, workplace health programs, or similar domains (e.g., CSR, ESG, or public-private partnerships).
5. Qualitative and Quantitative Research Skills
6. Prior Work with Alliances, Coalitions, or Multi-Stakeholder Initiatives
7. Advanced degree in evaluation, public health, development economics, social sciences, or a related field.

I. INSTRUCTIONS FOR RESPONDING

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

CONTACT

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the GAIN RFP email address: rfp@gainhealth.org with the subject line 'Question: to review and validate attribution rates across three impact levels of the workforce nutrition alliance.' Queries sent by **20 May 2025 at 5:00pm CEST** will be responded to via an online post on the website on **23 May 2025**. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

BUDGET

Applicants are required to provide an illustrative budget in US Dollars, in a separate document. The final budget will be elaborated as the scope of the assessment is clarified and as part of the contracting process. The budget submitted with this proposal should include (i) justification of overall value for money, (ii) a comprehensive budget justification, which should be presented for each category of costs including: personnel, cost of travel, including subsistence allowances, consultants, meeting/workshop, overhead if applicable, and miscellaneous expenses. All prices/rates quoted must be inclusive of all taxes/VAT as required.

The available budget for this assignment is up to USD 15,000. Proposals will be evaluated based on cost-effectiveness, with particular consideration given to the strength and suitability of the proposed methodological approach.

FORMAT FOR PROPOSAL

The proposal needs to be in English, and formatted and attached as two separate documents:

- **Technical proposal** including:
 7. An outline of the different activities to complete this work and methodological approaches (this should not exceed four pages).
 - Detailed profiles (qualifications, expertise, relevant experience, etc.) of the agency or individual(s) who will be completing the work, including full names, expertise, relevant research publications, not to exceed two pages per individual/agency.
 8. A summary of past experience (previous relevant assignments conducted in the last five years), not to exceed one page.
 - References (name, contact information) to vouch for past work.
- **Financial proposal** outlining budget accompanied by a budget narrative (as explained above).

SUBMISSION

Proposals should be in English and submitted in electronic copy to the following e-mail address: rfp@gainhealth.org. Please include 'WNA attribution rates' as the subject line.

DEADLINE

Completed proposals should be submitted electronically to GAIN before 5:00 pm CEST on **28 May 2025**.

Other deadlines and expected timeline:

Queries due: 20 May 2025

Query responses posted on website: 23 May 2025

Proposal Deadline: 28 May 2025

Informing successful applicant: 3 June 2025

Start of assignment: 15 June 2025 (estimated date)

UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

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

REVISIONS

Proposals may be revised by electronic mail and confirmed by hard copy provided such revision(s) are received before the deadline.

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.

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 the responsible person at GAIN under 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.

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.

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.

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.

II. TERMS AND CONDITIONS OF THIS SOLICITATION

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.

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.

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.

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:
 - o Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section I.
 - o Demonstrate a clear understanding of the technical requirements of this RFP:
- Providing detailed technical documentation of the proposed strategy.
 - o The 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 Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
- 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.

REVIEW PROCESS

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

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.

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.

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.

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.

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.

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.

III. OFFER OF SERVICES

1. Offer submitted by:

(Print or type business, corporate name and address)

2. 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.
3. 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.
4. 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)