

REQUEST FOR PROPOSALS

FOOD CULTURE ALLIANCE – STRATEGY CONSULTANT

Issued by The Global Alliance for Improved Nutrition (GAIN)

TABLE OF CONTENTS

I. PROJECT BACKGROUND AND SCOPE OF WORK	2
II. INSTRUCTIONS FOR RESPONDING	4
III. TERMS AND CONDITIONS OF THIS SOLICITATION	6
IV. OFFER OF SERVICES	8

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

The [Food Culture Alliance \(FCA\)](#) is a new initiative established by GAIN and launched in 2023. Our mission is to champion food culture and leverage the toolbox of strategies it provides to shift preferences and increase society’s demand for nutritious and sustainable foods. To-date solutions to address nutrition and sustainability focus on either individual-level change or policy and regulatory change. But to shift consumer demand systemic efforts are needed. The Alliance responds to a gap and need for initiatives that address socio-cultural systemic factors that are drivers or barriers to preferences for nutritious and sustainable foods.

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the lead administrative organization for this RFP. The purpose of this RFP is to engage the services of a Service Provider to review the previous activities, learnings, achievements and gaps to facilitate the development of a strategic plan for the Food Culture Alliance.

We are seeking a consultant with a proven track record of working at the intersection of culture, systems thinking and strategy, particularly within food, health, or social change ecosystems. The consultant should be able to analyze how cultural forces such as beliefs, rituals, norms, language, and symbols influence food choices and dietary norms, and translate these insights into a strategy following the Food Culture Alliance’s strategic framework (see end of document). Experience in theories of change that integrate culture and leverage cultural assets for sustainable impact is essential.

Participatory processes will be employed during strategy development with critical reflection by FCA members and GAIN stakeholders. The consultant is expected to facilitate meaningful engagement, inclusivity, and active participation for all stakeholders involved in the development of the strategy. The views and opinions of the participants, together with existing research, should be thoroughly explored and integrated.

3. Scope of work and Deliverables

3.1. Scope of Work

1. Complete a document review of key internal documents and reports. The objective is to fully understand the aims and operating model of the FCA.
2. Facilitate a 3- day, on-site, strategy planning workshop with FCA members and GAIN's key stakeholders to define the alliance's food culture strategy, reviewing the goals and core activities of the alliance to inform the strategy.
3. Draft a strategic plan drawing on the FCA strategic framework (Narratives, Identity, Beliefs, Culinary systems) that outlines key phases, activities and roles and responsibilities.
4. Develop key performance indicators (KPIS) to integrate into the FCA's current monitoring framework.
5. Present the draft of the food culture strategy to FCA members and GAIN's leadership team for review and validation, incorporating feedback as necessary.
6. Finalize the strategic document as well as presentation to FCA members and GAIN's leadership for adoption.

3.2. Deliverables

The service shall be performed between 11th August 2025 and 15th November 2025

Deliverables	Date Deliverable Due
Inception report with key insights from the initial document review and key informant interviews (KIIs). This should be accompanied by in-person workshop	1st September 2025
A revised work plan and a questionnaire to support preparatory work before the in-person workshop	4th September 2025
Strategy development plan including in-person workshop facilitation, and post-workshop report	10th September 2025
In-person workshop facilitation	17 th - 19th September 2025
SOAR / SWOT analysis post-workshop to feed into the strategy document	25th September 2025
Draft of the Food Culture Strategy for Kenya, including goals, objectives, strategies, core activities, and performance metrics	4th October 2025
Presentation of strategy to internal and external stakeholders.	15th October 2025
Final strategy based on input	31st November 2025

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.

4. Contact

All enquiries concerning this ToR should be submitted to procurementkenya@gainhealth.org using the subject line **Food Culture Alliance – Strategy Development Consultant**

Applicants are required to provide GAIN with a detailed company profile that shows proven track record of working at the intersection of culture, systems thinking and strategy, particularly within food, health, or social change ecosystems and a detailed fee proposal. The final budget will have to be approved by the organization prior to starting the project.

5. Format for proposal

Interested applicants should prepare a brief proposal (maximum 5 pages) that includes:

- *Detailed company profile* that shows proven track record of working at the intersection of culture, systems thinking and strategy, particularly within food, health, or social change ecosystems
- *Detailed proposal* with clear activities and process for conducting this service. This should include the type of methods and justification for use.
- *Activities and timeline:* A timeline for undertaking and completing the main activities, including planning, implementation, and reporting, should be provided. A Gantt diagram is preferred.
- *Budget:* Provide a budget in Kenya Shillings, broken down by main cost categories and by main activities. Include a brief narrative justification for line items included. **The budget should be inclusive of all taxes/VAT and indirect costs.**
- Detailed profiles (qualification, expertise, relevant experience etc.) of the individual(s) who will be completing the work including their full names, their expertise and publications if any. Preference will be given to applicants who clearly demonstrate experience in culture, systems thinking and strategy, particularly within food, health, or social change ecosystems.
- A completed 'Offer of Services' form (see end of RFP for template).

6. Submission

Originals should be submitted as follows:

One signed copy of the Proposal as an electronic copy containing the documents, preferably in MS Word, along with all the required information including the fee proposal should reach GAIN at the address mentioned below:

Email: procurementkenya@gainhealth.org

Subject line: **Food Culture Alliance – Strategy Development Consultant.**

7. Deadline

Completed proposals should be submitted to GAIN **before 23:59 East Africa Time on Monday 18th August, 2025**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

8. Unacceptable

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline.
- Incomplete proposals.
- Proposals that are not signed.
- Proposals that exceed the page limit.
- Proposals that do not include offer of services (see IV below).

9. Revisions

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

10. 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.

11. Completion

- Proposals must be submitted on the official letterhead of the lead organization or firm and must be signed by a principal or authorizing signatory of the lead firm or organization.
- 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.

12. 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.

13. 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.

14. 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

15. 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.

16. 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.

17. 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.

18. 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 Profile that shows the experience in satisfactorily completing the scope of work
- Demonstrate a clear ability to deliver on the scope of work:
 - o Demonstrated experience in working at the intersection of culture, systems thinking and strategy design and planning
 - o Examples of past experience in strategic planning as per above
- Daily rate that is commensurate with experience, and level of expertise:
 - o Please note that the consultant is expected to cover all costs associated with executing the scope of work consultancy. GAIN will only cover the cost of the conference venue and meals associated with the strategic workshop.
- 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.

19. Review process

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

20. 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 authorize any third party to bind or commit GAIN in any way without GAIN's express written consent.

21. 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.

22. 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.

23. 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.

24. 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.

25. 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

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:
 1. Click or tap here to enter text.
 2. Click or tap here to enter text.
 3. Click or tap here to enter text.
 - a. Click or tap here to enter text.

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. I (We) herewith submit the following:

- (a) A Proposal to undertake the work, in accordance with GAIN's specified requirements.
- (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)

V. Food Culture Alliance Strategic Framework

Food Culture encompasses the rules (software) that govern how we think, feel, and value our food.

Institutions

Entertainment
Family life
Education
Religion
Other cultural institutions:
sports, fashion,
material goods

01

Shaping Narratives

Feelings and
Perceptions

Broadcast storytelling

Engaging creatives
(authors, musicians,
screenwriters)
via workshops,
conferences, guilds

Prizes/Awards

02

Addressing Social Identity

Expressing who we
are through food

New symbols and
metaphors

Pledges/petitions

Activating networks

03

Changing Beliefs

Ideas, Thoughts,
Values

News/Journalism

Media engagements

Documentaries

School curriculum

Myth/taboo- busting
via trainings

04

Strengthening culinary systems

Meal patterns,
flavour principles,
cuisine

Consumption
vocabulary

Eating rituals

Co-developing
guidelines

Supporting food
technology

Fusion /flavour
cuisine