

## REQUEST FOR PROPOSALS

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# ASSESSMENT OF SME SUPPORT PROJECT COMPONENT OF NUTRITIOUS FOODS IN MOZAMBIQUE

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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**

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP.

The purpose of this RFP is to engage services of a Service Provider to undertake a case study assessment to understand the effects of the Reconstructing Food Systems (RFS) Project on small- and medium-sized enterprises in Mozambique and provide lessons for future similar approaches.

In March/April 2019, Mozambique was hit by two large cyclones, with large adverse socio-economic effects throughout the country and particularly in Sofala, Manica and Cabo Delgado (CDG) provinces. Before the cyclones struck, Mozambique was already facing high levels of food insecurity, and the sectors hit hardest were industry, agribusiness and trade. To help address this emergency situation and reduce the risk of food insecurity, the Global Alliance for Improved Nutrition (GAIN) implemented the Reconstructing Food Systems (RFS) Project, in partnership with iDE, AGRA, Helvetas and Oikos. This project is seeking to support the recovery and strengthening of the local food system by: (1) develop sustainable last-mile agricultural input delivery systems through a network of village-based agents who will link to agro-dealers to input suppliers; (2) support farmer resilience through voucher-based Input Trade and Technology Fairs (ITTFs) and farmer field schools; (3) support to fortified salt production; (4) school gardens; (5) ensure protected and reliable access to safe water, sanitation and hygiene facilities and a safe and healthy environment; (6) support small- and medium-sized enterprises (SMEs) through the Scaling up Nutrition (SUN) Business Network, and (7) rebuild SMEs to provide nutritious foods, including both SMEs already supported by GAIN and others. This assessment focuses on the seventh stream of the intervention: support to SMEs to rebuild. Under this workstream, led by GAIN, 15 SMEs in sectors such as poultry, fortified maize flour, horticulture (vegetables), salt and fish, in provinces of Sofala, Manica and Cabo Delgado, were provided with technical assistance and emergency grants of up to 35,000 USD to cover their operating costs and recover from the damages caused by the cyclone. This support was first provided in April 2019. This work built on previous SME-support models implemented by GAIN in Mozambique as well as Rwanda, Kenya, and Tanzania. It used a competitive

application and selection process to screen eligible SMEs and make support decisions, including the topic and extent of technical assistance. Technical assistance and grants were provided directly from GAIN to the firms. The aim was to ensure the continued provision of safe, nutritious foods to the population by firms that were already active producing such firms before the cyclones. While the support was intended to help support post-cyclone recovery, it occurred just before a second major shock: the COVID-19 pandemic and associated restrictions, which had cross-cutting effects on the economy.

### 3. SCOPE OF WORK AND DELIVERABLES

#### 3.1. OBJECTIVES

The purpose of this case study assessment is to understand how the support provided by RFS did or did not enable the firm to recover from the effects of the cyclone, how the subsequent pandemic impacted their operations, and whether and how the RFS support had an impact on firms' resilience to the effects of the pandemic. The assessment should also examine the experience of firms' RFS participation to improve design and implementation of similar approaches in the future.

Results of the assessment will improve our understanding of how to implement supply-side approaches to improve access to nutritious foods in emergency contexts and by building their long-term resilience to shocks and stresses.

#### Key questions and sub-questions to be addressed:

1. *Did RFS support have an impact on business performance and business processes following the 2019 cyclones? If so, how?*
  - How were firms initially affected by the cyclones? What was the impact of that on their production (products, volume, price, and reach)?
  - What was RFS support (financial and technical) used for by the firms? What, if any, changes did they make?
  - How did that support impact the firm's production (products, volume, price, and reach)?
  - How did that support impact the firm's business model?
  - Did supported businesses apply improved technologies or management practices? Did they change their employment numbers or practices?
  - Were supported businesses operating more profitably in the months after receiving support?
  - What is the approximate volume and geographic reach of the firm products?
  - Who, according to the firms, are their (approximate) end consumer groups, by socio-demographic group (including income)?
  - Does this firm have other sources of external capital? Have the grants helped in any way to expand these sources?
  
2. *Did RFS support have an impact on business performance and business processes during the 2020 COVID-19 pandemic? If so, how?*
  - Were firms affected by the pandemic?
    - If so, how?
    - What was the impact of that on their production (products, volume, price, and reach)? On their employees? On their business operations?
    - For how long did those effects persist?
  - What aspects of the firms' business model or product made them more or less vulnerable to the effects of the pandemic? (For example, reliance on cross-border input suppliers, reliance on schools as customers, use of online sales platforms, etc.)

- Did the RFS support (financial and technical), and any changes to processes or products that they had made as a result of RFS support, have any impact on how they were impacted by the pandemic? If so, how?
  - What types of changes or innovations could have made the firms more resilient to the effects of the pandemic?
3. *How have businesses experienced participation in RFS and how has it responded to their needs?*
- How well did RFS support meet businesses' expectations?
  - What were the challenges associated with accessing and receiving RFS support, and what were the main benefits of that support?
  - In an emergency situation like the cyclones or the pandemic, what are firms' immediate needs for support in terms of the *type* of support? What are their needs in terms of the *process* through which that support is given?
  - How could RFS-like approaches be adapted in the future to better meet business needs?
  - What critical contextual factors, other than the cyclones and pandemic, have influenced the businesses supported by RFS?
  - How do supported businesses intend to increase or improve their business in the near future? What resources do they need to do that and how do they plan to obtain them? How would these changes be likely to effect the firms' ability to whether shocks and stresses (like cyclones and pandemics)?

Many of the results of the case studies are expected to be qualitative and story-based (i.e., showcasing the individual experiences of the firms considered). However, certain outcomes should be measured quantitatively: changes in production and profitability during cyclones; changes in production and profitability following RFS support; changes in production and profitability during COVID.

**The consultant should propose the methods for the assessment based on their expertise, but it is expected to be based mainly on primary data collection (i.e., interviews) with firm leaders and staff. Secondary data can be used to support these case studies and situate them within the larger experience of the cyclones and pandemic in Mozambique.**

The focus of the work will be on six firms. The following is a tentative list; exact firms assessed may differ:

Firm	Province	Product
1	Manica (Sussundenga district)	Vegetables
2	Sofala (Dondo district)	Broiler chickens
3	Cabo Delgado (Metuge district)	Eggs
4	Cabo Delgado (Pemba city)	Eggs
5	Cabo Delgado (Pemba city)	Eggs
6	Sofala (Beira)	Fish

### 3.2. DELIVERABLES

The final deliverable is envisioned to be a **report** with a shared introduction followed by a series of case studies (one for each firm, responding to the main case study questions listed above for that firm), then a section analysing the shared tendencies and results emerging across all of the firms to respond to the case study questions listed above across the firms as a whole.

Intermediate deliverables are as follows: a draft methodology and workplan, for GAIN approval; draft data collection tools; interview notes and quantitative data; and a draft report for GAIN approval.

## 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.

### 1. CONTACT

Joao Alberto and Francisco Machadenhe are leading the selection team of the organisation that will review the proposals. They will be available via email to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the contact below by 25 October 2020. “Mozambique RFS SME Assessment” should be used as the subject line. Responses will not be confidential except in cases where proprietary information is involved.

**Contact email:** [consultant.mozambique@gainhealth.org](mailto:consultant.mozambique@gainhealth.org)

### 2. BUDGET

Applicants are required to provide GAIN with a detailed fee percentage proposal. The final budget amount will have to be approved by the organisation prior to starting the project. All prices/rates quoted must be inclusive of all taxes/VAT as required.

### 3. FORMAT FOR PROPOSAL

The proposal should include:

1. A technical proposal outlining the case study objectives and methodological approaches. This should be done in a narrative that does not exceed 4 pages of single-spaced in text (inclusive of references, tables, and figures.)
2. Detailed profiles (qualification, expertise, relevant experience etc.) of the agencies and individuals who will be completing the work including their full names, their expertise and publications in relevant research. These do not count to the 4-page limit. The applicant team must include a partner based in Mozambique with the necessary relevant experience, including letters of commitment.
3. A detailed financial proposal, inclusive of all costs.

### 4. SUBMISSION

Originals should be submitted as follows:

A signed 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 below; “Mozambique RFS SME Assessment” should be used as the subject line.

- **Contact email:** consultant.mozambique@gainhealth.org

## 5. DEADLINE

Completed proposals should be submitted by email to GAIN at consultant.mozambique@gainhealth.org **before 11:59 p.m. Central European Time on 10 November 2020.** Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

## 6. 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.

## 7. REVISIONS

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

## 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 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.

## **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:
  - Proposal shall include a feasible work plan to ensure successful completion of deliverables.
  - The work plan details how activities will be coordinated.
- Detailed budget and cost-effectiveness of proposed approach:
  - 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:
  - The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
  - 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

1. Offer submitted by:

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(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)