

REQUEST FOR PROPOSALS

BUSINESS PLANNING AND DEVELOPMENT FOR A MILK PRODUCING SME IN MARSABIT

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.

2. ABOUT NAWIRI

The USAID BHA funded 5-year Development Food Security Activity (DFSA) in Kenya, *Nutrition in ASALs Within Integrated Resilient Institutions* (Nawiri) Program aims to sustainably reduce levels of acute malnutrition among vulnerable populations in Isiolo and Marsabit counties of the arid and semi-arid lands (ASAL) regions of Kenya.

Nawiri interventions includes those which work with local private-sector actors (e.g., producers and processors) who support the value chains for milk and meat, as well as work to support the role of the private sector in the local food system more broadly. To help inform this work, GAIN, the partner on the consortium leading the Market and Food Systems work, will work alongside other partners on the CRS-led Nawiri consortium to undertake a pilot intervention to test providing support to small businesses producing milk and meat products through grants and bespoke technical assistance. GAIN intends to adapt its Market place for Nutritious foods (MNF). This will test whether such support can result in viable business models for SMEs to commercialize meat and milk products in Isiolo and Marsabit counties and specifically to reach vulnerable communities with those nutritious food products.

3. 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 support the SME with business model and business plan that will outline how the SME plans to scale up its services over the coming 5 years and which identifies both technical and financial resources required to achieve this.

4. SCOPE OF WORK AND DELIVERABLES

The successful applicant shall support a SME with technical assistance. This SME is currently producing milk as the main business and ghee for specific clientele. The milk is boiled and sold while the ghee is processed and sold. These products are consumed by all age groups.

Technical Assistance.

1) ***Business plan development: Business model***

Carry out an assessment of the business as documented / communicated by the SME and identify gaps that need to be addressed to develop a viable business model for a fragile ASAL context and with a market focus on low-income consumers that are vulnerable to malnutrition.

Areas to be explored include (but are not necessarily limited to):

- Who is the SME's target consumer? Of the SME's product line up, which ones can be made acceptable to lower income consumers within the local context? Will the product be acceptable to households that are vulnerable to malnutrition, and address preferences of young children within those households? If not, how can this market be addressed by the business?
- What are consumers willing to pay for the product / Service? Against which other products in the Marketplace will this compete, and what is the price point of those?
- Supply of inputs – what improvements could be made to lower costs, ensures a higher quality product etc.?
- Production – is the SME's existing capacity enough to meet demand in the short to medium term or is further investment required to scale it up? If so, in which areas are these needed?
- Safety – how is the food product kept safe throughout the production and distribution and retail process? Are any improvements needed to ensure safe food?
- Distribution - How will the product be distributed? What areas does the product reach? How can a cold chain be maintained (if required)? How will this impact the product's price? What type of last mile distribution is required to extend reach?
- What partnerships will be required / should be explored to support the SME in scaling out the delivery of this product / service? What is the potential for involving village-level retailers, such as through Village Enterprise graduation pilot?
- What are the SME's sources of revenue? Do they have any other revenue streams other than the proposed product / service? If so, how will these complement one another? What is their profit structure?
- Which investments have already been made, and what is required (e.g. technology installation, product development, marketing, amongst others) to make the business model successful?

The eventual business model should be inclusive of local, lower-income consumers, with clear plans for accessing them and ensuring products meet their need.

2) Business capacity assessment

Assess the capacity of the SME to deliver against the proposed business model and make recommendations for addressing any gaps, including:

- Does the SME have the required expertise to deliver this offering?
- Does the SME have systems (financial, production etc.) in place that will support future growth? If not, what needs to be addressed? Identify gaps and propose solutions.
- Does the SME have all the necessary permits in place?

3) Business Plan development

Using the business model and capacity assessment, support the SME to update/develop a business / strategic plan that will outline how the SME plans to scale up or otherwise improve its business over the coming 5 years and which identifies both technical and financial resources required to achieve this.

This should be done with a focus on the products reaching and being accessible to local consumers vulnerable to malnutrition.

4.1. OBJECTIVES

Develop a comprehensive, well-written, professional business plans that:

- Tells a coherent, consistent, and cohesive, customer-focused story.
- Clearly defines the market, its prospects, suppliers, and competitors.
- Contains credible business planning assumptions and forecasts.
- Describes how the business will achieve sustainable competitive advantage.
- Identifies assumptions to which the business is most sensitive, the potential risks and any mitigating actions.
- Is supported, understood, and can be defended by those who will implement it.
- Reflects the focus of Nawiri on lower-income, local consumers vulnerable to malnutrition.

4.2. DELIVERABLES

- A business model tailored for the business operating in the ASAL context.
- A business case for a product that addresses the vulnerable consumer segment.
- A business plan of not more than 25 pages that fully meets the requirements of a Business Plan.
- The consultant will develop the business plan in cooperation with the entrepreneur and will fully prepare the entrepreneur to present the business plan to GAIN.
- An “elevator pitch” Power Point presentation that summarizes the main components of the SME’s business plan.

II. INSTRUCTIONS FOR RESPONDING

This section addresses the process for responding to this solicitation. Applicants (consultancy firms) are requested to submit both Technical and Financial proposal for this Request for Proposal (RFP) The

Contact

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

Sigu Jacqueline on jsigu@gainhealth.org

5. 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.

6. FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

- The technical proposal should be one document not to exceed 5 pages of single-spaced text that should include the following.
 - Company references (company name, address, contacts, contact person, etc.).
 - A brief description of the company and previous experience related to the current Assignments in Kenya.
 - Brief description of the proposed work and methodology.
 - Professional and technical team to be engaged on the consultancy (composition of the Technical team and the role for each team member).
 - Curriculum vitae of team members as deemed necessary.
 - Timeline/work plan for the technical team.
 - Means (equipment) of work, etc.
 - Other elements that the consultant considers relevant.
- Financial proposal:
The financial proposal should be presented separately from the technical proposal. It should be clear which activities are covered by each element of the budget in Kenya shillings (Kshs.)

7. SUBMISSION

Interested consultants should Submit Technical and Financial proposal as electronic copy preferably in MS Word to GAIN through email submission to gainkenya@gainhealth.org

8. DEADLINE

Completed proposals should be submitted **by 5:00 pm EAT on 22nd March 2021**.

9. 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.

10. REVISIONS

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

11. 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.

12. 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.

13. 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.

14. 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.

15. 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

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:
 - 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.
- 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 ability to undertake 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) 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 authorise 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 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:
 - 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)