Request for proposals

Case study of the partnership and business model used by GAIN Nordic Partnership: Access to safe and affordable dairy

Issued by The Global Alliance for Improved Nutrition (GAIN)

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1. Project background

1.1 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.

GAIN’s work to improve the consumption of safe and nutritious food is based on three interlinked strategic objectives:

1. to improve the demand for safe, nutritious foods,
2. to increase the availability of nutritious foods and enhance the nutritional value of foods, and
3. to strengthen the enabling environment to improve the consumption of safe, nutritious foods

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.

1.2 Background

GAIN Nordic Partnership: Access to better dairy in Ethiopia

Established in 2014, the GAIN Nordic Partnership is a multi-sector platform which aims to facilitate scalable and inclusive business models that enhance the nutritional value of food in developing countries. The platform brings together private companies, government agencies, civil society organisations and universities to co-develop solutions and share knowledge and expertise to ensure that nutritious, safe, tasty and affordable products reach poor consumers and vulnerable groups.

The GAIN Nordic Partnership is engaging in projects with the aim to bring safe and affordable dairy products to low-income consumers in Africa. Two consortia led by GAIN and consists of Danish global SUN Business Network members as well as local SME and organisations – with financial support from Danida, the Danish development cooperation agency, for a project in Ethiopia and the UK’s Foreign, Commonwealth and Development Office (FCDO, formerly DFID) Business Innovation Facility in Zambia.

Drawing on their collective strengths, partners aim to make better use of the milk available in Ethiopia and Zambia and bring to market locally-produced, fortified milk based products, which are safe and accessible at a price that low-income consumers can afford. Many families in these countries live on diets that lack the vitamins and nutrients essential to child growth and
development. The project targets children aged three to seven, as well as mothers - who are often malnourished during pregnancy and the breastfeeding period.

The partners have co-created a product that fits the local taste, can be produced at the local dairy processor, is fortified with vitamins and minerals and contains significantly lower amounts of added sugar than current milk-based products available on the market.

For the project in Ethiopia, the scope also included support to smallholder farmers aiming at improving the quality of the milk available to the dairy processor. Partners are also supporting market development by expanding reach through informal kiosks and testing the solution via school meals.

GAIN seeks to understand whether this partnership model and business approach— which relies funding and expertise from public and private sector actors – has the potential to deliver on the promise as a financially viable approach to delivering safe and nutritious foods to local populations.

2. Scope of the work, timeline, and required expertise

2.1 Objective

GAIN seeks a consultant to undertake an analysis of the partnership model and the business approach used in the two projects: “GAIN Access to Better Dairy” in Ethiopia and “GAIN Nutrition for Zambia”.

For the partnership model we seek to understand what risks there are for the partners (SMEs and multi-nationals) to enter into partnerships, and if the Nordic partnership model minimizes these risks. What are the benefits (strategically and business wise) for the private sector partners being part of such a partnership and what added value is there to have GAIN as the project lead? What are the costs for the private sector and other partners, including technical assistance, in-kind contributions and product development? What makes the local SMEs enter into a partnership to develop products intended for low-income consumers)?

While GAIN is open to other methodological propositions, we suggest that such work could be undertaken using the Osterwalder business model canvas, which maps out nine building blocks of a business model (customer segments, customer relationships, channels, value propositions, key activities, key resources, key partnerships, cost structure and revenue streams) for effective planning, review and modification.

Wherever possible, qualitative and quantitative analysis should be provided. The consultant should incorporate a quantitative cost analysis to assess the value of the in-kind inputs from the project partners. An analysis of the gross profit margin, integrating both the analysis of the costs, revenue and the commercial viability of a product, should also be provided. All findings should be considered in relation to the literature on supporting business development.

GAIN welcomes the consultant to propose additional useful, programmatically relevant questions that could be answered via the study.
2.2 Scope

This work can be done remotely through access to programme documentation, and interviews with relevant stakeholders. Information will be provided and/or introductions will be made by GAIN so the consultant can connect with relevant parties, included but not limited to: GAIN, Danida, FCDO, European-based business partners, SMEs in Ethiopia and Zambia, and other local partners.

2.3 Deliverables

- Summary report covering:
  - Analysis of business approach and partnership model, including opportunities and limitations
  - Whether there is added value in taking this co-creation partnership approach compared to ‘traditional’ public private partnership models, including consideration of quantifiable value add (e.g. technical assistance for co-development) and more qualitative value add (e.g. networking, B2B relations)
  - The value of in-kind contributions made by MNCs, GAIN and other partners
  - The costs of product development, and how those costs are divided among partners
  - Potential for replication and/or scale and recommendations
- Debrief with stakeholders

2.4 Timeline

The proposed work will take place over the course of 3 months. Below is an estimated timeline of activities.

**Deadlines:**
- RFP Launch: 5 Feb 2021
- Proposal Deadline: 15 Feb 2021
- Award of Contract: 19 Feb 2021 (estimated date)
- Signing of Contract: 26 Feb 2021 (estimated date)
- Beginning of work: 01 Mar 2021 (estimated date)
- End of work: 31 May 2021 (estimated date)

2.5 Expertise required:

A consultant or team of consultants must have the capacity to review and report on both the business model and partnership model used for these initiatives. In addition, the following skills are required:

- Previous experience analysing business models, including approaches to product development, sales and marketing
- Ability to access and distil industry data to compare costs, revenue and profits for comparable large and small food companies
- Experience with economic analysis/ costing
- Qualitative and quantitative research skills
- Excellent oral and written communication skills
- Analytical and problem-solving skills
• Proactive, persistent and with attention to detail
• Ability to distil large amounts of data into a simple format
• Familiarity with market markets in Ethiopia, Zambia or similar economies a plus

3. Submission requirements

3.1 Format for proposal

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

- **Technical proposal** including:
  - An outline of the different activities to complete this work and methodological approaches, **not to 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**. Please ensure qualifications related to assessing both the partnership and business model are addressed.
  - A summary of past experience (previous relevant research 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 below).

3.2 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.

4. Instructions for responding

4.1 Contact

**Questions**

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: Business case for GAIN Nordic Partnership.’ Queries sent by **10 Feb 2021 at 5:00pm CET** will be responded to via an online post on the website on 12 February 2021. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

**Submission**
Proposals should be in English and submitted in electronic copy to the following e-mail address: rfp@gainhealth.org. Please include ‘Business case for GAIN Nordic Partnership’ as the subject line.

4.2 Deadline

Completed proposals should be submitted electronically to GAIN before 5:00 pm Central European Time on 15 February 2021.

4.3 Miscellany

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.

Revisions

Proposals may be revised by electronic mail 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 submitted 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 GAIN at rfp@gainhealth.org 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.