

REQUEST FOR PROPOSALS

DEVELOPMENT OF A BUSINESS MODEL FOR THE PILOTING OF A NATIONAL PROCUREMENT FACILITY (NPF)

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 identify a business model that will ensure the long-term sustainability of the proposed GAIN National Procurement Facility in Nigeria, to support the effectiveness of our Large-Scale Food Fortification programme.

Large-scale fortification of staple foods and condiments is a cost-effective, scalable, and evidence-based strategy to help address micronutrient deficiencies when it is implemented through centralised food industries and adequately enforced (Bhutta et al., 2013; Horton, 2006). Unfortunately, fortification compliance with national standards is often low, limiting its potential for impact (Aaron et al., 2017).

In Nigeria, the national fortification of salt with iodine began in 1993. Fortification of wheat flour, semolina flour and maize flour with multiple micronutrients, and sugar and edible oil with vitamin A has been mandated by law since 2002. In contrast to salt iodisation's success, the program performance of other fortified foods such as oil, sugar, wheat flour, maize flour, and semolina flour has been inconsistent and generally low over recent years. The 2013 national survey revealed that only 15% to 20% of oils, 12% to 17% of sugars, and 12% to 33% of flours were fortified at or above the minimum national standard for vitamin A. It also showed that only 1% to 21% of flours were fortified at or above the minimum national standard for added iron (Ogunmoyela 2013).

GAIN was launched at the UN in 2002 to tackle the human suffering caused by malnutrition. GAIN is a global, Swiss-based foundation that mobilises public-private partnerships and provides financial and technical support to deliver nutritious foods to those most at risk of malnutrition. Since 2012, GAIN has been working in Nigeria to improve Large Scale Food Fortification. More recently, we have been working to ease the food fortification sector's business environment by driving Fortification's Effectiveness through the Systems Innovations Programme.

Establishing a National Procurement Facility

One key project within the Systems Innovations programme is the Establishment of a National Procurement Facility which aims to simplify the procurement of premixes, consumables, reagents, and portable laboratory equipment used by food producers, premix blenders/suppliers, and laboratories. This comes in response to a frequently cited challenge among those stakeholders in ensuring timely and reliable access to key inputs. When established, the NPF will facilitate access to fortification inputs such as reagents and laboratory consumables procured from outside Nigeria. The NPF aims to deliver cost efficiencies in the procurement and shipment of these inputs into Nigeria by, for example, aggregating industry-wide demand for critical reagents and consumables such as test kits and launching joint tenders. The NPF also seeks to aggregate demand to facilitate bulk procurement, shorten lead times, ensure product quality, pre-finance local procurements, de-risk forex, and hopefully catalyse new businesses.

Under the NPF project, GAIN intends to:

- Map customer demand and perform a needs assessment to identify key laboratory inputs for the quality and safety testing of fortified foods
- Identify and approve an appropriate supplier (or multiple suppliers) that can procure key laboratory inputs in line with demand
- Establish a business model for local ordering & fulfilment

Under the overall guidance of the GAIN Senior Project Manager, LSFF assisted by the LSFF Junior Associate and in collaboration with the Senior Associate, Food Fortification (Innovations) and Senior Technical Specialist, Quality and Safety, the consultant will be responsible for the following under the National Procurement Facility (NPF):

3. SCOPE OF WORK AND DELIVERABLES

3.1. OBJECTIVES AND SCOPE OF WORK

The overall aim of this assignment is to identify a business model that will ensure the long-term sustainability of the proposed GAIN National Procurement Facility. The successful applicant shall:

1. Identify and interview key stakeholders including food producers, laboratories (private and public), premix importers and producers, regulators, laboratory suppliers, and equipment and consumables manufacturers, to understand the potential business case and appropriate business models for such a procurement facility.
2. Review the current supply chain to understand the root causes of issues and challenges concerning consumables and reagents' unavailability. Such will include but are not limited to forex challenges, port processes, long freight time, product expiration in transit, etc.
3. Document the key issues, challenges and preliminary recommendations
 - Plan ideation session to identify:
 - Client stakeholders mapping
 - Identification of optimal modes of delivery and the benefits of delivery to a central location for consolidation of items versus delivery to individual endpoints
 - Assess the benefits and associated practicalities for in-country stockholding of regularly purchased items to reduce lead-time from order to availability

- Investigate opportunities for partnership arrangements with established in-country suppliers
4. Facilitate Ideation session with GAIN to:
- Present and discuss diagnostic findings and preliminary recommendations
 - Formulate GAIN's value proposition for the NPF initiative
 - Determine GAIN's current and future capabilities and its alignment to and ease of implementing its value proposition
 - Document the key outcomes of the session
5. Design one or more new business model propositions and define GAIN's value proposition across the following parameters:
- Key partnerships and relationships GAIN must have and leverage to deliver its identified value proposition.
 - Definition of the key activities for the business model
 - Definition of who the customers are, and their segmentation
 - Description of the channels of communication and reaching the customers
 - Description of the key resources and assets required as well as their costs and cost structure (fixed vs variable, one-off vs recurrent, etc.)
 - Evaluation of the revenue to be generated from customers
 - Central distribution extension scenarios, with financial projections

3.2. DELIVERABLES

- Current state diagnostics report (which includes issues root cause identification)
- Value proposition options
- Business model design
- Central distribution extension scenarios, with financial projections
- Final report of the launch and an accompanying business plan/model: The consultant must deliver a written report, supplemented by excel format models with the business plan projections. Further to the report deliverables, A key to allow for user-friendly guides to the excel model is expected, with an additional presentation deck for donor and partner engagement.

3.3. PROJECT TIMELINE

Expected to be executed in two phases between November 2020 – March 2021:

- Phase 1 – Development of Business Model and Pilot
- Phase 2 – Evaluation of Business Model Pilot, finetuning based on SWOT analysis and development of a sustainability strategy

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

The GAIN Senior Project Manager, LSFF, the LSFF Junior Associate and the Senior Associate, Food Fortification (Innovations) and Senior Technical Specialist, Quality and Safety are part of the selection team of the organisation and 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. Responses will not be confidential except in cases where proprietary information is involved.

- **Oluwatoyin Oyekenu, LSFF Senior Program Manager, GAIN Nigeria**
- Email: ooyekenu@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.

3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

1. Executive summary
2. Technical Proposal
 - a. Development process: explain the method you envisage to achieve the deliverables, including major milestones and evaluation
 - b. Address the deliverable and quality criteria
 - c. Address any important technical information
3. Schedule
 - a. Provide a detailed work plan with deliverables, on a weekly basis
 - b. Include a schedule for preparation and review by GAIN
4. Budget break down
 - a. Include a break-down of costs for the work components and deliverables
 - b. Include travel costs and other operational costs, if required
5. Attachments
 - a. Agency's capacity statement, relevant qualifications, and experiences relevant to those who will be assigned to deliver this project

4. SUBMISSION

Originals should be submitted by email:

- An electronic copy containing the documents preferably in MS Word along with all the required information including the fee proposal mailed to ooyekenu@gainhealth.org copied nolike@gainhealth.org

5. DEADLINE

Completed proposals should be submitted to GAIN **before 1:00pm Central European Time on 13.11.2020**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline. Due to the urgency of the call, GAIN will review received proposals immediately after submission.

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|------------------------------------|-----------------------------|
| RFP Launch: | 05. 11. 2020 |
| Confirmation of Intent to Respond: | 09.11.2020 |
| Proposal Deadline: | 13.11.2020 |
| Award of Contract: | 19.11.2020 (estimated date) |

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 and confirmed by hard copy 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:

(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)