
REQUEST FOR PROPOSALS

MODELLING FINANCIAL OPPORTUNITIES AND RETURN FOR SMALL-SCALE SALT PRODUCERS OPERATING IN THREE DIFFERENT SCALES IN TANZANIA

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

GAIN launched project titled Consolidation and Central Iodization of Small Scale Salt in Tanzania, in 2020. Mandated salt fortification was adopted by the Tanzania government to improve the micronutrient intake of the population. However, at national level, adequately iodized salt is only consumed by 61.2% of households; just 39.0% in Zanzibar and 61.8% on Mainland Tanzania¹. Most salt producers in Tanzania are small-scale though collectively they are estimated to produce up to 33% of the total salt production². Typically, the processes and equipment used in small-scale salt production in Tanzania are not of a sufficient level of sophistication to produce high quality and adequately fortified salt. Consolidation of the salt value chain at the production level will enable centralised processing and fortification, hence improving the quality of the salt and the level of iodization.

Some necessary structures such as salt producer groups already exist³ but they are often not formally registered limiting their access to credit, their ability to negotiate contracts with suppliers and customers, and their access to capacity development services. The current setup of the salt industry is shown in the diagram in Annex 1. The process each individual Small-Scale Salt Producer (Ocean or Lake-based) goes through misses some key steps which ensure high quality, well-fortified salt is packaged ready for market. Through the activities in this project, salt from SSSPs will be aggregated and sent to large-scale consolidators after drying. This consolidation (and the associated capacity gains and economies of scale) will enable salt from SSSPs to go through the necessary steps to meet quality, safety and fortification standards as mandated by the Government of Tanzania. The consolidated groups will also have greater collective bargaining power to negotiate contracts with large-scale contractors, and a stronger standing to access credit and other business development services. Taken together, this will help secure a consistent market for SSSPs' product.

¹ Tanzania National Nutrition Survey, 2018. Dar es Salaam, Tanzania: MoHCDGEC, MoH, TFNC, NBS, OCGS, and UNICEF.

² Tanzania Food and Nutrition Centre, Mapping of the Salt Sector for a Comprehensive Plan Towards Consolidation Model for Sustainable Salt Iodization, 2019.

³ A survey by TFNC found that approximately 30% of salt producers surveyed were already in groups and up to 44% of those not in groups were ready and willing to join groups.

Additionally, GAIN will provide technical assistance to salt producers to increase production and improve efficiency in their production processes helping them make their businesses more profitable and ensuring a good supply of high-quality salt to large-scale consolidators from SSSPs. GAIN will support three local industry partners (in Zanzibar, Tanga and Manyara) to establish a consolidation system to enable improved quality and iodisation of the salt produced and consumed in Tanzania.

This project will work with Small-Scale Salt Producers (SSSPs) to improve salt yield and quality and strengthen SSSP groups to enable access to credit, business development services and to consolidator markets for their product. Additionally, we will support 3 key industry partners to establish sophisticated consolidation systems in Manyara, Tanga and Zanzibar regions of Tanzania linking them with the SSSP groups to ensure a sustainable, profitable value chain for high quality, well-fortified salt for consumption by Tanzanian families. The proposed project will be implemented in both mainland Tanzania and Zanzibar. In mainland Tanzania, the project will be implemented in Mkinga district (Tanga region) in partnership with Dawsons Food Products Ltd., and in Hanang district (Manyara region) in partnership with Hanang Salt Processing. In Zanzibar, the project will be implemented in Pemba in partnership with the Swahili Coast Salt Company (SCSC).

In the proposed salt quality improvement project, aggregation by Salt Processors Model will be adopted and implemented. In this model, salt processors purchase non-iodized salt from salt producers, through established salt collection sites, who then do salt processing, iodation, packaging, and marketing to other consumers. This can be feasible in areas where salt processing sites (industries) are available, by establishing salt collection point (using the established groups). It is because of fulfilment of the said feasibility criteria that Tanga, Pemba and Manyara areas were selected to participate in the project.

The purpose of this RFP is to engage services of a Service Provider to undertake cost-benefit analysis (CBA) for salt producers operating at three different scales namely: small-scale salt producers(SSSP), medium scale salt producers (MSSP) and large scale salt producers(LSSP) in Tanzania. Also, CBA should be undertaken assuming both SSSP and MSSP supply salt as raw materials to the consolidator (LSSP) ready for purification and iodation processes.

The successful applicant shall undertake cost-benefits analysis for salt producers operating in the three different scales in Tanzania as proposed in **Table 1** and which follows the production processes detailed in **Annex 1**

Table 1: Proposed practices for salt-iodation at different scales of salt production

Practice	Large scale salt producer	Medium scale salt producer	Small scale salt producer
Quantity to iodate	Above 100 tons/day	1 – 100 tons/day	Below 1000 kgs/day
Type of iodating equipment/ utensils	Conventional salt iodating machines	Knapsack sprayers with slit nozzles	Knapsacks if externally provided, otherwise 1 – 2 litre hand bottle sprayers
Iodation procedure	Machine calibrated spraying with automated mixing of salt	Hand pump spraying with manual shovel mixing or cement mixer	Hand pump spraying with manual mixing on mat
Amount of KIO ₃ used	76.5 g/ton	20 litres of solution (10 g/l) to iodate an average heap (2.5 tons)	Solution of 20 g in 2 litres to iodate an average of five 50 kg bags
Frequency of spraying to achieve recommended levels	Machine calibrated and controlled	2 – 4 times with manual mixing and 2 – 3 times with concrete mixer	4 – 5 times with hand bottle sprayers and manual mixing on mat
Homogeneity	Excellent	Good	Fairly good
Quality control	Laboratory control (both RTK and titration methods)	Laboratory control (both RTK and titration methods)	Semi quantitative method (RTK)
Frequency of internal quality control to determine magnitude of iodine variability*	Periodic validation of iodation processing and batch to batch iodine testing	Daily/periodic validation of iodation processing and batch to batch iodine testing	Daily validation of iodation processing and batch to batch iodine testing

Source: Improved salt iodation methods for small-scale salt producers in low-resource settings in Tanzania. June 2009. [BMC Public Health](#) 9(1):187

3. SCOPE OF WORK AND DELIVERABLES

To facilitate use of the models by non-experts, GAIN prefers it to be done in Microsoft Excel, without the use of specialised software. The modeler would need to visit Tanzania and spend several days with the SSSPs and one major aggregator different scales to collect data, possibly viewing different stages of the production and distribution value chain. It is expected that at least two weeks in country will be required to cover 3 SSSPs production sites and at least two major potential aggregators from different scales in Tanga, Manyara and Pemba.

3.1 OBJECTIVES

GAIN seeks a consultant to undertake an analysis of the financial aspects for SSSPs to operate in three different scales, under both actual and hypothetical future conditions. While GAIN is open to other methodological propositions, we suggest that such work could be undertaken by establishing financial models for SSSPs operating in each of the three different scales. This would likely involve modelling the income statement, balance sheet, and cash flow (i.e., constructing a three-statement model) for a typical (standard) SSSPs operating in each of the three different scales. These models would need to reflect both the financial characteristics of SSSPs currently operating but also the expected financial costs to borne when operating in these three different scales in the future. The consultant would thus need to consult with the SSSPs and one major aggregator of each of the three different scales to identify key parameters; this company-specific model could then be translated into a more stylised model for extrapolation to other similar businesses.

Questions to be asked via the study include:

Costs in each of the three-salt production scales

- What are the average costs of production by the SSSPs? Please provide a detailed cost breakdown.

- What are the current incremental costs associated with each of the scales?
- What are the additional costs for quality assurance and quality control for the salt producers to meet standards specified by the central processors? Please provide a detailed breakdown of costs including additional investment required as well as cost of finance.

Pricing/Margins in each of the three-salt production scale

- What are the current market prices for SSSPs salt compared to industrially processed salt?
- What are the average margins for SSSPs salt?
- Based on improved quality salt supported by the project,
 - what are the industrial salt processors prepared to pay SSSPs for salt?
 - what additional margin does that entail compared to SSSPs supplying directly onto the open market?
 - is the additional margin seen as worth the extra effort by SSSPs?
 - what price premium will make this worthwhile?
- Typically, at what are the prices are other large industrial producers sourcing their salt for further processing and how does that compare with what is being proposed under this project?
- Where additional capital investments are made due to the need for quality improvement, how long would it take the SSSPs to recoup their investment, under various assumptions?

Assess interest and motivations of SSSPs of operating in each of the three-salt production scales on various key features and rank importance of features including but not limited to:

- Amenability to written procurement contracts or previous experience with contracts.
- Fixed pricing in advance of production season based on a pre-agreed quota vs variable pricing.
- Attitudes of payment terms (e.g. on pre-agreed terms, 15 days, 30 days etc) vs instant cash.
- Product delivery arrangements.
- Why would they want to participate in the scheme?

Other in each of the three-salt production scale

- Do they have previous business relationships supplying large industrial producers?
- Are there any other contract farming initiatives in the regions (or surrounding regions) that we could learn from in terms of key success drivers.
- How conducive is the enabling environment given lack of government enforcement action against SSSPs.?

Risks in each of the three-salt production scale

- What are the main risks associated with the model?
- What mitigation plans would work to manage the risk of side selling associated with these types of arrangements?

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

GAIN expects the final model to be adaptable to other similar cases by a non-expert; the consultant will be requested to provide instructions or annotations within the model to make this possible.

3.2 DELIVERABLES (FOR EACH PRODUCTION SCALE)

- Excel sheet with full financial models
- Annotations and/or instructions enabling another user to replicate and/or adapt the model
- Detailed narrative report covering:

- Commentary of financial models/data
- Financial aspects of the SSSP under both actual and hypothetical future conditions (RoI, etc.)
- Key features of the model; particularly detailing motivations, producers' readiness to participate in the scheme and key risks associated with the model
- Recommendations for implementation of the business model
- Video-conference debrief with GAIN

3.3 EXPERTISE REQUIRED

- A solid understanding of accounting, finance and business modelling
- Strong Excel skills
- Knowledge of financial modelling and forecasting
- Problem-solving skills
- Attention to detail
- Ability to distil large amounts of data into a simple format
- Salt fortification or agriculture supply chain knowledge

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

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 'Questions: Financial modelling for SSSPs in Tanzania.' Queries sent by **October 25th, 2020 at 5:00pm EST** will be responded to via an online post on the website on November 2, 2020. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

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.

3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

- 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.
- 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).

4. SUBMISSION

Proposals should be in English and submitted in electronic copy to the following e-mail address: rfp@gainhealth.org. Please include 'Proposals: Financial modelling for SSSPs in Tanzania' as the subject line.

5. DEADLINE

Completed proposals should be submitted electronically to GAIN before 5:00 pm Central European Time on **November 09, 2020**.

RFP Launch: 19.10.2020

Proposal Deadline: **09.11.2020**

Award of Contract: 18.11.2020 (estimated date)

Signing of Contract: 26.11.2020 (estimated date)

Beginning of work: 29.11.2020 (estimated date)

End of work: 22.02.2021 (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. TERMS AND CONDITIONS OF THIS SOLICITATION

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- 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:
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 - The work plan details how activities will be coordinated.
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 - The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
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V. 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)

ANNEX 1

