REQUEST FOR PROPOSALS

MODELLING FINANCIAL OPPORTUNITIES AND RETURN OF INVESTMENT OF ACTIONS TO REDUCE POST-HARVEST LOSS OF TOMATOES IN NIGERIA: A REVIEW BASED ON EXPERIENCE OF THE “PLAN” PROGRAMME

Issued by
The Global Alliance for Improved Nutrition (GAIN)

TABLE OF CONTENTS

I. PROJECT BACKGROUND AND SCOPE OF WORK 2
II. INSTRUCTIONS FOR RESPONDING 3
III. TERMS AND CONDITIONS OF THIS SOLICITATION 6
IV. OFFER OF SERVICES 8
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 the Postharvest Loss Alliance for Nutrition in Nigeria (PLAN Nigeria) programme in 2016. The objective of PLAN Nigeria is to reduce postharvest loss in the domestic tomato supply chain, with a portfolio of activities aimed at increasing the adoption of reusable plastic crates, cold chain, and processing technologies as well as improved postharvest management practices. PLAN Nigeria operated through two main activity areas: (i) an Alliance platform (a multi-stakeholder network that provided supply chain businesses training, and capacity building, facilitating access to finance, and government engagement), and (ii) the Business-to-Business Engine (i.e., B2B engine, matching local businesses with industry experts to provide technical assistance and providing small grants for the procurement of improved technologies). The programme recently completed its activities in December 2019.

PLAN Nigeria has brought to Nigeria three technologies that did not exist there previously: plastic crates for distributors to transport fresh fruit and vegetables (FFV) to market; refrigerated transport for the same; and cold rooms for FFV producers to keep FFV fresh until it is ready to transport to market. All three models had capital outlays subsidised by GAIN. It is not clear whether these innovations are commercially viable within the context—with or without a subsidy. In order to make clear recommendations for future programming and policy initiatives, GAIN seeks to understand the financial aspects of adoption and use of these innovations.

3. SCOPE OF WORK AND DELIVERABLES

To facilitate use of the model by non-experts, GAIN prefers it to be done in Microsoft Excel, without the use of specialised software.

The modeler would need to visit Nigeria and spend several days with the key businesses 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 three businesses. Once the modelling is completed, the
modeler will be expected to have a phone-based debrief with each business owner to provide them feedback on the results.

3.1. OBJECTIVES

GAIN seeks a consultant to undertake an analysis of the financial aspects of adoption and use of the innovations mentioned above, 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 businesses using each of the three technologies. This would likely involve modelling the income statement, balance sheet, and cash flow (i.e., constructing a three-statement model) for each business. These models would need to reflect the financial characteristics of companies currently implementing the three innovations in Nigeria. The consultant would thus need to consult with the business owners 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:

- What is the expected Return on Investment (RoI) on the new capital (i.e., the newly adopted technology)?
- How would this vary if:
  - The input cost were lower?
  - The GAIN subsidy were less?
- How long would it take a business owner to recoup the investment, under various assumptions?
- What would be the implication of changing the scale of the investment (i.e., using more or less crates/trucks/cold rooms)?
- Do different models for acquiring the key inputs provide different RoIs?
- Are there alternative income-generation models for these businesses that might improve the RoI?
- Would there be any economy of scope to be gained if a given business integrated with other businesses in adjacent sectors?

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.

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3.2. DELIVERABLES (FOR EACH INNOVATION)

- Excel sheet with full financial model
- Annotations and/or instructions enabling another user to adapt the model
- Summary report covering:
  - Financial aspects of the existing technologies (RoI, etc.)
  - Financial aspects of the technologies under alternative scenarios
- Debrief with business owners

3.3. EXPERTISE REQUIRED

- A solid understanding of accounting & finance
- 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

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 ‘Question: Financial modelling for PLAN-Nigeria.’ Queries sent by January 30th, 2020 at 5:00pm EST will be responded to via an online post on the website on February 5th, 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 ‘Financial modelling for PLAN-Nigeria’ as the subject line.
5. DEADLINE

Completed proposals should be submitted electronically to GAIN before 5:00 pm Central European Time on February 10th, 2020.

RFP Launch: 20.01.2020
Proposal Deadline: 10.02.2020
Award of Contract: 20.02.2020 (estimated date)
Signing of Contract: 27.02.2020 (estimated date)
Beginning of work: 01.03.2020 (estimated date)
End of work: 31.05.2020 (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)