REQUEST FOR PROPOSALS

ASSESSMENT OF SMNF PROJECT COMPONENT FOR INCREASING PRODUCTION OF NUTRITIOUS FOODS IN MOZAMBIQUE

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.

In its effort to combat chronic malnutrition, the Government of Mozambique has set out ambitious targets to reduce malnutrition under its multi-sectoral plan (PAMRDC1 2011 – 2020). The plan aims "to accelerate the reduction of chronic malnutrition in children under five years of age from 44% in 2008 to 30% in 2015 and 20% in 2020, contributing to the reduction of infant morbidity-mortality and assuring the development of a healthy and active society."

As part of these efforts and in recognition of the private sector role in tackling malnutrition, the Catalysing Private Sector Participation in Scaling Up Nutrition in Mozambique (CPSP) project aims to promote and support private sector engagement and investments on appropriate nutrition interventions in Mozambique, scale-up of adequate solutions and provide a contribution to evidence-based models and interventions for effective nutrition implemented by the private sector.

CPSP has three main workstreams: 1) Scaling Up Nutrition (SUN) Business networks (SBN) to increase private sector commitments and resources for nutrition; 2) Workplace Nutrition (WPN) to sensitize government, private sector and employees to nutrition in the workplace; and 3) Scaling Up Marketplace for Nutritious Foods (SMNF) which aims to engage the private sector identifying, developing and scaling-up nutritious and safe foods.

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1 Multisectoral Action Plan for the Reduction of Chronic Undernutrition/Plano de Acção Multisectorial para a Redução da Desnutrição Crónica (PAMRDC) creates space for a more active private sector in production, processing and service provision in nutrition.
The assessment in question focuses on the SMNF component. The SMNF builds on previous models implemented by GAIN in Mozambique as well as Rwanda, Kenya, and Tanzania and provides technical assistance (TA) and grants on a competitive nature to small and medium enterprises (SMEs) producing nutritious foods. Grants are used for investing in equipment, training, and/or staffing to expand production of existing product lines or develop new ones. TA provides support for improving the quantity, safety, or quality of production, as well as on good business practices. By improving production, packaging, storage, distribution and/or marketing of these foods in a sustainable and profitable way, it is expected that the production, quality, distribution, provision of safe, nutritious foods will improve. This, in turn, will lead to improved and increased access (availability and perhaps affordability) of such foods in local markets.

The SMNF process works as follows. A call for proposals is released online and promoted via various media channels. Firms submit proposals, which are screened based on eligibility and key criteria (business capability, geographical focus, business development, feasibility of supply and demand, nutritional impact, and business scalability). Site visits are made, and due diligence is conducted on promising companies. Shortlisted companies are then asked to pitch their offering to a Technical Advisory Committee (TAC). Those with a positive pitch are paired with consultants to develop or refine their business plans. These firms and their business plans are then reviewed in depth by the TAC. The TAC refers the firms it approves to a Fund Investment Committee (FIC) for review (based on the same criteria) and final approval of the grant and TA package. Once selected, firms receive grants (either small grants at 100% or, more often, larger co-investment grants) as well as targeted TA. The topic and extent of the TA is determined by the TAC/FIC based on their assessments of the firm and its business plan. The TA is provided by external consultants hired by GAIN.

After two rounds of this process in 2019, nine firms were chosen for inclusion in the SMNF process. As of December 2019, two of these had received all of their funding and TA, and the remaining had received partial funding. Final disbursements are expected to be made in mid-2020.

3. SCOPE OF WORK AND DELIVERABLES

The purpose of this assessment is to: understand changes in key business performance metrics to assess SMNF’s contribution to business growth and development; examine the experience of firms’ SMNF participation to improve design and implementation of similar approaches in the future; assess how contextual factors influenced the effectiveness of SMNF interventions for the businesses; understand approximate reach of SMNF products; and assess producer and consumer perceptions of availability, affordability, and quality/desirability. The assessment thus focuses on both the target firms (including subjective experiences as well as objective measures of performance) as well as the target customers (including which customers are reached and their experiences as customers vis-à-vis the products sold by target firms and similar nutritious foods). Results of the assessment will improve our understanding of how to implement supply-side approaches to improve access to nutritious foods.

Research questions and sub-questions to be addressed:

1. **How have business performance and business processes among grantees and recipients of technical assistance developed since receiving SMNF support?**
   - Have supported businesses increased their production and sales as a result of SMNF?
   - Did supported businesses apply improved technologies or management practices? What enabling factors or barriers that could be associated with businesses application of improved technologies or management practices?
   - Are supported businesses operating more profitably?
   - How do supported businesses intend to increase or improve their business in the near future? What resources do they need to do that and how do they plan to obtain them?
2. How have businesses experienced participation in SMNF and how has it responded to their needs?
   - How well did SMNF support meet businesses’ expectations?
   - What were the challenges associated with accessing and receiving SMNF support, and what were the main benefits of that support?
   - How could SMNF-like approaches be adapted in the future to better meet business needs?
   - What critical contextual factors have influenced the businesses supported by SMNF?
   - What aspects of the business environment (as summarised in a previously produced Business Environment Assessment) have impacted (negatively or positively) the SMNF-supported businesses?
   - Have any of those factors been a critical barrier to improving or increasing business activity as intended under SMNF?

3. How have changes in production and sales been reflected in consumer experiences?
   - What is the approximate geographic reach of the SMNF products?
   - Who are the (approximate) end consumer groups, by socio-demographic group (including income)?
   - What are producers’ and intermediaries’ perceptions of changes in product availability, quality/desirability, and/or affordability?
   - What are consumers’ perceptions of changes in product availability, quality/desirability, and/or affordability?

While many of the results of the study are expected to be qualitative, a number of outcomes should be measured quantitatively, including:
   - Changes in production since start of SMNF
   - Firm profitability, as compared to pre-SMNF
   - Geographic reach of firms’ products
   - Estimated number of consumers for each product
   - Approximate breakdown of consumers by demographic group (e.g., income, age)

The consultant should propose the methods for the assessment based on their expertise, but it is expected to include both secondary data review and primary data collection, with firms, consumers, and potentially other value-chain actors. Existing secondary data on the firms’ performance (e.g., production, sales, profit/loss) will be made available to the consultant to facilitate the work.

While analysis of secondary data can be conducted for all firms, the focus of the majority of the work will be on the five firms. The following is a tentative list; exact firms assessed may differ:

<table>
<thead>
<tr>
<th>Firm</th>
<th>Province</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm 1</td>
<td>Tete</td>
<td>Tilapia (whole, fillet, offal)</td>
</tr>
<tr>
<td>Firm 2</td>
<td>Nampula</td>
<td>Eggs</td>
</tr>
<tr>
<td>Firm 3</td>
<td>Zambezia</td>
<td>corn-soy blend flour</td>
</tr>
<tr>
<td>Firm 4</td>
<td>Inhambane</td>
<td>Iodized salt</td>
</tr>
<tr>
<td>Firm 5</td>
<td>Sofala</td>
<td>Eggs</td>
</tr>
</tbody>
</table>

2 The business plans developed by the firms prior to their receiving funding will be made available to the consultant.
3 This assessment will be made available to the consultant.
3.1. OBJECTIVES
Under this Scope of Work, GAIN is seeking a research partner to co-design with GAIN and then independently conduct an assessment, using both qualitative and quantitative methods. The bidder will develop and implement a research framework that permits the assessment of the abovementioned question.

3.2. DELIVERABLES
The proposed work will take place over the course of approximately 10 months. Below is an estimated timeline of activities.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Launch:</td>
<td>29.1.2020</td>
</tr>
<tr>
<td>Proposal Deadline:</td>
<td>18.2.2020</td>
</tr>
<tr>
<td>Award of Contract:</td>
<td>03.03.2020 (estimated)</td>
</tr>
<tr>
<td>Signing of Contract:</td>
<td>20.03.2020 (estimated)</td>
</tr>
<tr>
<td>Data collection:</td>
<td>Summer 2020 (estimated)</td>
</tr>
<tr>
<td>Final deliverable due:</td>
<td>15.11.2020 (estimated date)</td>
</tr>
</tbody>
</table>

3.3. BUDGET
The bidding process is competitive. Therefore, the winning bid will be determined by the evaluation criteria detailed in section VIII.

3.4. EXPERT REQUIREMENTS
Expertise required in:
- Qualitative and quantitative research methodologies
- Market research, including business assessment and value chain methodologies
- Consumer-based market research
- Qualitative interviewing
- IRB protocols and field research in Mozambique
- Staff with proficiency in Portuguese and/or relevant local languages
- Willingness and demonstration of capacity to use Nesstar software system (http://www.nesstar.com/) for data organization, management and visualization

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
A Review Panel of the organisation will review the proposals. They will be available via email to respond to clarifications on this solicitation. Please direct all inquiries on the RFP to rfp@gainhealth.org by 10 February
2020. “Mozambique SMNF Assessment” should be used as the subject line. Responses to all received questions will be posted publicly. Responses will not be confidential except in cases where 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 should be presented for each category of costs includes: 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:

- A proposal outlining research objectives and methodological approaches. The proposal should include explanation of how the suggested design will estimate consumer reach and assess changes since the start of SMNF.
- Detailed profiles (qualification, expertise, relevant experience etc.) of the agencies and individuals who will be completing the work including their full names, their expertise and publications in relevant research. The applicant team must include a partner based in Mozambique with the necessary relevant experience, including letters of commitment.
- A narrative that does not exceed 4 pages of single spaced in text inclusive of references, tables, and figures.

4. SUBMISSION

Complete Proposals are comprised of technical proposal and financial proposal. Submission of both the technical proposal and the financial proposal should be done via email to rfp@gainhealth.org. “Mozambique SMNF Assessment” should be used as the subject line.

The Annex 2 (offer of services) should be completed and submitted together with the financial proposal.

5. DEADLINE

Completed proposals should be submitted to GAIN by email before 11:59 p.m. Central European Time on 18 February 2020.

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 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.

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:

Elements of the proposal will be weighted equally based on:

- Clear articulation and understanding of the task
- Demonstrated ability of team
- Competency and track record to conduct proposed research

The full proposal evaluation criteria and weights presented below. All proposals and budget will be evaluated separately.

- Technical quality of proposal 50%
- Clear articulation of methods to meet stated research objectives
- Strength of methodology to estimate changes during program implementation
- Strength of methodology to estimate consumer reach and socio-economic breakdown
- Competencies and roles 30%
- Experience working in relevant topical areas
- Organisational capacity to conduct research outlined in RFP
- Organisational capacity to conduct additional methodology
- Demonstrated ability to produce work in a timely fashion
- Experience working in Mozambique
- Budget 20%
4.1. MANDATORY REQUIREMENTS

- **Fees:** The fees shall be quoted as a fixed sum inclusive of all applicable taxes and institutional overhead. The fees must be quoted in USD (American dollars);

- **Experience:** Current curriculum vitae/resumes for key team members;

- **The capacity of the team to provide the required services:** Team members with relevant experience must be available for each of the identified positions. The proposal should map function(s) to a team member(s);

- **Insurance:** All applicants must have professional liability insurance and general liability insurance. The applicant(s) must be prepared, if awarded the contract, to furnish to GAIN proof of the extent of insurance coverage;

- **References:** A list of references that can be contacted to discuss the team members' relevant related experience or for the firm.

GAIN reserves the right to contact the individuals and contractor(s) in order to verify the information provided as part of the Proposal.

4.2. EXPECTATIONS OF APPLICANTS

The successful applicant(s) will:

- Work closely with representatives from GAIN. A lead contact will be designated for regular communication and monitoring of deliverables;

- Meet with representatives from GAIN shortly after the contract is awarded, following which a workplan will be developed detailing the objectives, deliverables, timelines and budget for each of the parts outlined in the Scope of Work;

- Be prepared to meet with GAIN representatives during the course of the consultancy

- Submit deliverables and reports according to the agreed upon schedule in the revised work plan.

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 selected agency, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, and specifications developed by the applicant shall vest exclusively and entirely with GAIN.

Subject to the terms of the contract to be concluded between GAIN and the selected agency, the agency is required to adhere and comply with the following:

- GAIN’s Design Application or Branding guidelines;
- Although the service provider can put their logo in the document produced, GAIN’s logo should be the one standing out as the owner of the intellectual property
- DFID branding guidelines: UK aid branding guidance

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.

NOTE: Kindly see these annexes attached to the RFP

ANNEX 1: Offer of Services

ANNEX 2: GAIN’s Branding Guidelines

ANNEX 3: DFID Branding Guidelines

IV. **OFFER OF SERVICES**

4. Offer submitted by:

__________________________________

__________________________________

__________________________________

(Print or type business, corporate name and address)

5. 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:

6. Click or tap here to enter text.
7. Click or tap here to enter text.
8. Click or tap here to enter text.
9. Click or tap here to enter text.
10. 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.
11. 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)