

REQUEST FOR PROPOSALS - SERVICES

CONSULTANT – CONTRIBUTION ANALYSIS FOR NOURISHING FOOD PATHWAYS PROGRAMME

Issued by

The Global Alliance for Improved Nutrition (GAIN)

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GAIN's procurement is conducted on the basis of our procurement principles, including “a focus on ethical and sustainable procurement which requires us to take note of our legal and ethical commitments... in our procurement and supplier management.” We require all our partners, suppliers and service providers to familiarise themselves with our [Code of Conduct](#) (Code) and to adhere to either our Code or to their own equivalent code or set of behaviours. This is addition to any relevant clauses and provisions in our contractual terms. We also expect our partners, suppliers, and service providers to proactively inform GAIN, via the mechanisms detailed in the Code, of any breaches, potential or perceived breaches of its provisions. Any supplier or service provider found to be in violation of these principles will be excluded from this process and may be barred from responding to future opportunities.

INTRODUCTION

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 The Netherlands, the United Kingdom, and the United States. We currently have a presence and conduct programming activities in Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania and Uganda.

BACKGROUND

The purpose of this RFP is to engage services of a qualified organisation with strong expertise in evaluative research in the food systems space to undertake an assessment of the Nourishing Food Pathways programme using a contribution analysis (or similar) approach.

Set out below is the proposed timescale for this procurement. It is a guide and whilst the GAIN does not intend to depart from the timetable, it reserves the right to do so at any stage. For all dates, the deadline is 23:59 CET.

RFP issue date	21 October 2025
Deadline for Bidders to submit questions	30 October 2025
Deadline for GAIN to respond to clarifications	6 November 2025
RFP closes - deadline for submission	28 November 2025
Contract award - <i>subject to negotiation & due diligence checks</i>	15 December 2025
Planned contract signature date	15 January 2026
Date by which all work is to be completed	31 May 2027

THE OPPORTUNITY

Nourishing Food Pathways (NFP) is an ambitious programme that seeks to accelerate progress towards the [Sustainable Development Goals](#) (particularly SDG2) by supporting inclusive and coherent food systems transformation in ten countries. This programme builds on work conducted during the [UN Food Systems Summit 2021](#), aiming to support and strengthen the design and delivery of national food systems transformation pathways. GAIN works with over one hundred partners across 10 countries (Indonesia, India, Bangladesh, Pakistan, Nigeria, Benin, Ethiopia, Kenya, Tanzania, and Mozambique) to deliver this programme. Its aims are threefold: to increase access to safe, nutritious food in an environmentally sustainable way; to strengthen in-country support systems to continue to develop and to deliver their national food systems transformation pathways; and to be used as inspiration and guidance for other countries and stakeholders as pathways are developed and implemented.

The NFP programme aims to accelerate food system transformation to support healthier diets from more sustainable food systems. It aims to do this in 10 countries through six interconnected workstreams. Workstream 1 is the backbone of NFP. Through this workstream, GAIN works closely with government agencies to support both the process of decision making within food systems and the priorities that emerge from those processes. To date, this has involved understanding (a) the political context, (b) emerging policy priorities, (c) what GAIN and partners can do to support the development and implementation of those priorities, (d) how to improve the process of decision making to help sustain the transformation beyond the current NFP programme, and (e) identifying examples of what success looks like. Through this workstream, GAIN supports specific policy changes or strengthens food system governance approaches within the 10 NFP countries. While the specific policy goals vary by country, in general 3-5 different policy goals are being pursued in each country.

There are five additional workstreams under the programme: workstream 2 (youth and local authority inclusion in pathway processes), workstream 3 (reaching the poorest via social protection income and via food culture alliances), workstream 4 (directing more public and private sector finance towards diets that are healthier and sourced from more sustainable systems), workstream 5 (aligning climate and nutrition action to exploit synergies and minimise trade-offs) and workstream 6 (identifying, assessing and explaining food system transformation plus evaluating NFP's contribution). All are also contributing to food system transformation pathway support in workstream 1. The diagram in the annex provides an overview of these workstreams and how they work together within the overall programme.

To understand the extent to which the NFP programme has contributed to its aims, GAIN seeks an experienced service provider to undertake an assessment of the programme's impact. Due to the complexity of the programme and its role in a broader context of food systems support and dynamic change, GAIN suggests that the appropriate method for doing this is a contribution analysis – though we are open to consultants proposing other approaches if they feel they are better suited.

The focus of the assessment is meant to be primarily on workstream 1 (policy support); minor focuses on other workstreams may be included to the extent to which they are clearly connected to

achieving the goals of workstream 1. This is to be decided with GAIN during the project inception phase.

The service provider will design and implement the assessment, with input from GAIN's Knowledge Leadership team and the programme manager. Specifically, the provider should:

- Review the programme design and existing documentation (theories of change, logic models and results frameworks, assumptions, annual reports and other relevant documents).
- Design a proposed approach to assessing the contribution of the programme, with a primary focus on workstream 1 (policy support) and minor focuses on other linked workstreams to be agreed with GAIN, for GAIN review and feedback
- Once the approach is agreed with GAIN, develop a detailed methodology and data collection tools, as needed
- Collate, review, and analyse internal data provided by GAIN
- Undertake any additional data collection, quality assurance, cleaning, and analysis
- Undertake clear reporting of results
- If needed, obtain ethical approval for the research using an appropriate Institutional Review Board
- Regularly update GAIN on the progress of the work and involve GAIN in any key decisions about its scope and approach
- Draft a full report on the results of the assessment, for GAIN review and feedback
- Prepare a presentation on the results of the assessment and present to a group of GAIN stakeholders, for feedback
- Respond to all GAIN feedback in a revised report and final version of presentation
- For any data collected, provide GAIN with clean, well-documented datasets, verbatim interviews transcripts, or documents

The end result should be a clear, evidence-based explanation of how the programme was able to contribute to the desired changes laid out in its theory of change, as well as where it fell short (and why). It should provide both an accurate representation of the project's contribution and recommendations for improved design and implementation of future similar projects.

GAIN will provide access to project documentation (e.g., results frameworks, project reports, knowledge products produced by the project) and to GAIN staff that can be made available for interview. Where relevant, GAIN can provide contact information of relevant non-GAIN stakeholders who have been engaged with the project and could serve as interviewees. The service provider will be responsible for obtaining all other needed data and contacts.

DELIVERABLES & TIMESCALES

The expected deliverables, and indicative timescales, are as follows:

Deliverable	Deadline
Proposed approach	1 March 2026
Detailed methodology and data collection tools, approved by GAIN	1 May 2026
Ethical approval obtained, if needed	1 July 2026

Progress report on data collection to date and emerging results, demonstrating strong progress	10 November 2026
Draft report and presentation All data, transcripts and documentation	15 March 2027
Revised report and presentation, approved by GAIN	15 May 2027

EXPECTED EXPERTISE

The consultant organization should have:

- Extensive prior experience leading rigorous research across all stages of the research cycle, including undertaking evaluations using contribution analysis or similar methods. Peer-reviewed publication record desirable.
- Deep expertise in food systems required; expertise in diverse aspects of food systems and in policy change processes and methods for studying them desired.
- Experience across multiple country contexts, including low- and middle-income countries.
- Excellent project management, planning, organizational, and communication skills.
- Proven experience in conducting similar consultancy assignments.
- A track record of successful collaboration with NGOs and/or research organizations.
- English language fluency.

OTHER CONSIDERATIONS

The expected budget range for this work is 150,000 – 230,000 USD. Bids above this range will not be accepted.

Note that due to donor regulations, this RFP is only from organizations registered in the European Union, European Economic Area, Switzerland, or certain Low-and Middle-Income countries. For more details on which countries these are, please refer to the [EU PRAG Rules](#).

INSTRUCTIONS TO BIDDERS

This section is designed to ensure that Bidders are provided with the necessary information to understand and respond to the requirements and ensure that a consistent level of information is obtained from each Bidder and provide a structured framework for the evaluation of Proposals.

Bidders should read these instructions carefully before completing their submission.

Gain Contact

The following individual is the nominated contact for this RFP.

Name/role: Leonard Mulei, Senior Research Associate

Email address: lmulei@gainhealth.org

Queries And Clarifications

Bidders are to direct any questions regarding the RFP to the GAIN contact in writing via email.

It is the Bidder's responsibility to ensure safe receipt of communication. No other member of GAIN staff should be contacted in relation to this RFP unless directed to do so by the GAIN contact. GAIN may choose to convey responses to submitted questions and queries to all Bidders so that each is equally informed.

GAIN may amend the RFP documents by issuing notices to that effect to all Bidders and may extend the closing date and time if deemed appropriate.

Preparing Your Response

Bidders must obtain, at their own responsibility and expense, all information necessary for the preparation of Bids. Bidders should notify GAIN promptly of any perceived inconsistency, or omission in this RFP, to any of its associated documents.

Submitting Your Response

The Proposal and any accompanying documents must be in English

Bidders must submit their Proposal in the following way:

Email to contact's email address. The subject heading of the email should be 'NFP Contribution Analysis'. All submitted documents must be viewable using the Microsoft Office suite of applications or as PDFs.

Your submission must include the following:

- Technical proposal:
 - A brief technical proposal (no more than 10 pages), including relevant qualifications and prior experience as well as the planned approach to the work, which should include:
 - An introduction to your organisation and its expertise in evaluative research on topics related to food system transformation
 - Detailed description of the relevant prior experience you bring to the work
 - Initial plans for the methodology to be used, or different approaches to be considered (these are to be refined and revised during the inception phase of the work)
 - How the consultant will ensure inclusive engagement of diverse stakeholders in each case
 - How the consultant will ensure research ethics is respected throughout the process
 - Roles and responsibilities of the team involved, including brief profiles of their expertise (CVs can be included in annex and do not count towards the page limit)
 - An indicative timeline for the work
 - Short descriptions of two relevant examples of comparable work
- Financial proposal:
 - Detailed budget (see Notes on Budget below)
 - Signed Offer of Services (see section V: Offer of Services below)

NOTES ON SUBMISSIONS

Bidders should not include in their submission any extra information which has not been specifically requested in the RFP for example, any sales literature etc. No Proposal may be

modified after the deadline for receipt. GAIN may request additional information from Bidders to assist further evaluation of Proposals.

NOTES ON BUDGET

As a donor funded organisation, GAIN is committed to achieving value for money in all our procurements. Submitted rates and prices are to be deemed include all costs, insurances, taxes, fees, expenses, and other things necessary for the performance of the requirement. Any charge not stated in the Proposal as being additional, will not be allowed in any resultant contract. We are looking for full cost disclosure: there must be an appropriate breakdown of costs to allow for price visibility. All rates and prices submitted must be in United States Dollars, and any contract arising from this RFP will be in United States Dollars.

NOTES ON EVALUATION

GAIN may choose to shortlist Bidders at any stage of the process. 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.

Bidders should note that GAIN may award a Contract on the basis of the original Bid received and may, at its absolute discretion, undertake any or all of the following processes:

- shortlisting
- taking up references
- undertaking presentations or meetings
- entering into a dialogue with one or more Bidders.

EVALUATION CRITERIA

The following indicates a list of the significant criteria against which proposals will be assessed. This list is not exhaustive and is provided to enhance the applicants' ability to respond to this Opportunity.

- Understanding of the scope of work and technical requirements:
 - Demonstrate a clear understanding of the project objective and deliverables as outlined in Section III.
 - Propose appropriate, rigorous, and creative methodological approaches to assess the contribution of the programme
- Demonstrate strong expertise relevant to the RFP:
 - Evidence of experience delivering on similar prior assignments
 - Demonstrated expertise in evaluative research and on food systems topics
- Comprehensiveness of work plan and reasonableness of proposed time frame:
 - A feasible work plan to ensure successful completion of deliverables.
 - Identifies possible challenges and includes creative approaches to addressing them.
- Detailed budget and cost-effectiveness of proposed approach
 - Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
- Management and personnel plan:

- A clear approach to coordinating activities
- Team members working on the project have the relevant qualifications and overall experience required to successfully implement the project.
- Roles and responsibilities of each team member are clearly defined, including one main contact person clearly identified in the proposal.

TERMS & CONDITIONS

This section constitutes the full conditions of this RFP and participation in the process automatically signals that the Bidder accepts the conditions.

Jurisdiction

Any Contract resulting from this RFP shall be governed by Swiss law.

Late Proposals

Any bid received after the deadline may be rejected at GAIN's absolute discretion.

Disclaimers

Bidders will not be compensated for costs incurred in preparing proposals, submitting revised proposals or in participation in any meeting or presentation.

This RFP does not commit GAIN to any course of action, it is not an offer or a contract and does not commit GAIN to contract for any of the services detailed within the RFP.

GAIN reserves the absolute right to:

- accept or reject any or all Proposals with or without notice or reason
- accept or reject any proposal in whole or in part
- accept a proposal other than the lowest priced
- negotiate with any, all or none of the Bidders
- modify or cancel this RFP

Acceptance of Proposals

GAIN is under no obligation to accept the lowest priced Proposal, or any Proposal, and reserves the right to reject any Proposal which is incomplete, conditional, or not complying with the RFP documents.

A Proposal may be for all or part of the Requirement and may be accepted by GAIN either wholly or in part.

A Proposal will not be accepted, in whole or in part, unless and until GAIN has signed a Contract in writing to the successful Bidder. GAIN reserves the right to:

- amend the terms and conditions of the procurement process
- cancel the evaluation and award process at any stage
- require the Bidder to clarify its Proposal in writing and/or provide additional information. Failure to respond adequately may result in the Bidder not being selected.

Amendments

Prior to the final date for submission of Proposal, GAIN may issue amendments to clarify, modify or add to the procurement documents. A copy of each amendment will be issued to each Bidder and shall become part of the RFP

Validity of Proposals

Proposals submitted in response to this RFP are to remain valid for a period of not less than 90 days from the RFP closing date.

Withdrawals

Proposals may be withdrawn at any time prior to the RFP closing date and time by written notice to the Company.

Interpretation of Requirements and Sufficiency of Information

Bidders are responsible for ensuring that they have all the information required for the preparation of their tenders and that they satisfy themselves about the information and correct interpretation of terminology used in the tender documentation.

Bidders must also ensure that they are fully conversant with the nature and extent of the obligations to be accepted by them if their tender is accepted.

Assumptions

Any assumptions that have been made in responding to this RFP should be outlined in the Bidders response documents.

Confidentiality

Except as required for the preparation of this Proposal, Bidders must not, without GAIN's prior written consent, disclose to any third party any of the contents of the RFP documents. Bidders must ensure that their employees, consultants, and agents also are bound and comply with this condition of confidentiality.

Feedback to unsuccessful Bidders

GAIN appreciates that significant time and resource goes in to preparing a tender response, and we try to ensure that feedback is provided to all unsuccessful Bidders.

Please note however that GAIN does not share detailed scoring information with unsuccessful Bidders.

Inconsistencies and omissions

Bidders must promptly advise the Company in writing of any inconsistencies and omissions they discover in the RFP.

Return of RFP documents

Bidders must destroy all copies of the RFP document if unsuccessful within 30 days of being notified they have not been successful (either issued by GAIN or created by the Bidder).

Disclaimers

Whilst the material in this RFP and the Information has been prepared in good faith, it does not purport to be comprehensive, nor has it been independently verified.

Neither GAIN nor their advisors, their respective directors, officers, members, partners, employees, other staff or agents makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Information; or accepts any responsibility for the information contained in the Information or for their fairness, accuracy or completeness of that Information nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such Information or any subsequent communication.

Collusive behaviour

Any Bidder who:

- fixes or adjusts the amount of their Response by or in accordance with any agreement or arrangement with any other party; or
- communicates to any party other than GAIN the amount or approximate amount of its Responses or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence to obtain quotations necessary for the preparation of the Response or insurance or any necessary security); or
- enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Response; or
- enters into any agreement or arrangement with any other party as to the amount of any Response submitted; or
- offers or agrees to pay or give or does pay or give any sum or sums of money, inducement, or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any Response, any act or omission.

shall (without prejudice to any other civil remedies available to GAIN and without prejudice to any criminal liability which such conduct by a Bidder may attract) be disqualified.

OFFER OF SERVICES

I/we agree to supply the required services described within this Request for Proposal, for the sum of:

Sum in figures:

Sum in words.....

I/we the undersigned confirm that I/we are able to furnish all expertise, supervision, materials, and any other things necessary to complete, to the entire satisfaction of the Executive Director or authorised representative, required services described within this Request for Proposal, according to GAIN's terms and conditions.

I/we agree that any obvious errors in pricing or errors in arithmetic that may be discovered by GAIN in examination of the priced Specification submitted by me/us shall have no effect on the amount of this offer unless GAIN shall otherwise decide.

I/we understand that the lowest or any tender will not necessarily be accepted.

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.

I/we confirm that I/we have read the [GAIN Code of Conduct](#) and understand my/our duties under the Code.

Signed by:	
Print Name:	
Job Title:	
For and on behalf of (Company name):	
Date:	

ANNEX

Nourishing Food Pathways Program

Accelerated Food Systems Transformation
to improve the consumption of safe nutritious foods in a sustainable way

