

## REQUEST FOR PROPOSALS

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# FITFOOD ZONE DESIGN AND CREATION RFP

Issued by  
The Global Alliance for Improved Nutrition (GAIN)

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## I. PROJECT BACKGROUND AND SCOPE OF WORK

### 2. 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.

### 3. 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.

GAIN has been developing a new market-based approach to scale programmes aimed at improving diets. GAIN Kenya is the first country in which this approach will be deployed at scale. We have created a nutritious food brand called FitFoods (FF). The brand strategy is found in the annex. The first nutritious food category that will be promoted under the FF brand are vegetables.

The project conducted a consumer survey to understand the drivers of vegetable purchases. The study concluded that *purchases* are driven by 3 consumer expectations: freshness, proximity of vegetable seller, and safety. The desire to *consume more* vegetables was driven by taste and variety. Variety was constrained by price and seasonality. Taste was driven by familiarity and availability of specific vegetables. Taste preference is main barrier to consumption for some types of vegetables, like traditional leafy greens. While vegetables were generally regarded as positive, consumers discussed a tension between buying vegetables to fill a hungry stomach vs. vegetables as a source of enjoyment.

FitFood Zones (FFZ) are the last mile/point of purchase integrated solution offered by the FitFood Brand to deliver the consumers’ expectations on freshness, safety, proximity, variety and taste. FFZ will address a specific consumer problem, as tied to the Brand, and offer a solution to those needs. See Annex 1.

The FFZ have been conceived as a catchment area around low-income estates in urban and peri-urban areas. These FFZ would cover a minimum of 5000 households and we are expecting at least 1000 zones to be established through this project in order to reach 4.7 million low income consumers. Priority counties are Nairobi, Kiambu, Machakos, Mombasa and Nakuru.

Because 70% of households in key areas are families with children, we are prioritizing these types of households in urban and peri-urban areas. Parents are also the key decision makers around food. We target parents (inclusive of 2-parent households and single parents), especially with children aged 3-12 in the lower income group, LSM3-7, earning 15,000 - 45,000 KSH per month.

At the heart of the FFZ is the *mama mboga*, specifically women with a semi-permanent stall (see annex for pictures), who has a loyal and frequent customer base. Included in the FFZ are other small retailers that sell

to our target audience including retailers and traditional markets. Other community services, such as schools and churches, are considered relevant stakeholders in the FFZ due to their ability to communicate our brand messages and influence consumption. Current work is ongoing to map and identify the FFZ across the following cities: Nairobi, Kiambu, Machakos, Mombasa and Nakuru

The purpose of this RFP is to engage services of a Service Provider to design and operationalize the FitFood Zones.

## **4. SCOPE OF WORK AND DELIVERABLES**

### **4.1. OBJECTIVES**

The objective of the services are to:

1. Propose and implement a sourcing strategy for the FFZ that addresses safety, including traceability, freshness and variety. The expectation is to identify specific models (e.g., contract farming or digital platforms, etc) and key partners or businesses that could help the FF brand deliver its promise.
2. Propose an operations strategy to manage at least 1000 FFZ using a local sales force.
3. Manage on-boarding of a sales force for 9 months, ensuring that they are adequately trained and knowledgeable on the FFZ objectives.

It is expected that agency will work in close collaboration with GAIN for at least 12 months, from design to implementation. GAIN's demand creation team will develop the FFZ promotional strategy and the Service Provider is expected to provide input to that strategy. One year renewable contract will be offered based on availability of funds and performance.

### **4.2. TASKS**

- Diagnose the key issues/problems that the FFZ design and operations need to overcome.
- Use human-centered design approach and/or participatory approaches to develop the FFZ prototype.
- Identify sourcing models and relevant business engagements with value chain actors to ensure sourcing of vegetables. Provide an in-depth assessment for each model including strengths, weaknesses, expected benefits.
- Prepare the sourcing strategy with a detailed plan for how vegetables will move from farm to FFZ.
- Prepare an operational strategy and plan that demonstrates how a field force will implement the FFZ activities, ensure quality of implementation, and brand compliance.
- Provide input into the promotional strategy for FFZ.
- Support GAIN with the on-boarding of sales force that will implement the FFZ operational and promotional strategy.
- Ensure sales force staff are trained as per the needs of FFZ operational strategy.

### **4.3. DELIVERABLES**

- Prototype for FFZ
- A sourcing strategy that considers at least 2-3 different models, along with the relevant assessments and necessary business engagements with other value chain actors
- Operational strategy for at least 1000 FFZ to ensure tactical operations and quality implementation on sourcing and below-the-line promotion
- Onboarding and overseeing training of sales force
- Handover of FFZ implementation to sales force
- Final report

## 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

All enquiries concerning this RFP should be submitted to [rfp@gainhealth.org](mailto:rfp@gainhealth.org) using the subject line Fit Food Zone Design and Creation RFP. In accordance with GAIN's procurement standards, the questions and answers will be circulated to all applicants in receipt of the RFP.

The deadline for submitting questions pertaining to the RFP is [3<sup>rd</sup> October 2022, 5:00pm EAT].

### 2. BUDGET

Applicants are required to provide GAIN with a detailed fee proposal. The final budget amount will have to be approved by the organisation prior to starting the project.

### 3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as two separate documents:

- Technical proposal:
  - i. Description of previous relevant work (maximum 1 page), especially demonstrating evidence of successful work in Kenya
  - ii. Composition of team with names of all key staff. Please include a description of each individual's role on the project and during which phase they would be working on
  - iii. Detailed proposal explaining how the areas of work mentioned in Scope of Work will be addressed (maximum 15 pages); Service providers are encouraged to submit early fidelity prototypes for FFZ and ideas for sourcing and operational strategy as part of this proposal.
  - iv. A timeline of the development process from briefing to approval of final proposal, providing clarity as to how the agency would collaborate with the GAIN team at each stage.
  - v. References.

Fee proposal must include:

- i. Fee for the duration of the assignment.
- ii. Detailed budget justification.
- iii. Offer of services.

Proposals are accepted in powerpoint format or word format (google docs)

### 4. SUBMISSION

The proposals should be delivered, in electronic form only to [rfp@gainhealth.org](mailto:rfp@gainhealth.org) with title 'FitFood Zone Kenya' by 14<sup>th</sup> of October 2022, 5:00pm EAT prior to the presentations (24th October 2022 – 25th October 2022).

#### 4.1. THE PITCH

Each applicant will be provided with a 60-min pitch slot of which the applicant should allow for 30-min for their presentation and 30-min for questions, which will be taken together at the end of the pitch. Overall

timings will be strictly adhered to and there will be no opportunity for over-runs. Pitches should be designed accordingly. Pitches should be made by the intended applicant team, with only brief introductions from senior staff.

All applicants will be informed by 31st October 2022, of the outcome and relevant contact details should be included in the leave-behind. The successful agency is expected to attend an inception meeting to make immediate progress on developing the FFZ prototype, sourcing and operational strategy.

#### 4.2. PITCH DELIVERABLES

It is not expected that the applicants will present all the ultimate deliverables in the pitch. What we would like you to focus on is;

- ❖ Approaches to develop the FFZ prototype
- ❖ Sourcing model and strategy that will ensure that vegetables move from farm to FFZ
- ❖ Operational strategy and plan that demonstrates how a field force will implement the FFZ activities, ensure quality of implementation, and brand compliance.
- ❖ Any incremental tactical ideas the applicant would like GAIN to consider

#### 5. DEADLINE

TASK	DATE
RFP issuance	26 <sup>th</sup> September 2022
Deadline for questions and clarifications	3 <sup>rd</sup> October 2022
Submission of full proposal by shortlisted applicants	14 <sup>th</sup> October 2022
Presentations	24 <sup>th</sup> and 25 <sup>th</sup> October 2022
Announcement of winning agency	31 <sup>st</sup> October 2022
Contracting process completed	10 <sup>th</sup> November 2022

#### 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.
- 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 strategy.
- 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**

4. Offer submitted by:

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(Print or type business, corporate name and address)

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- 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:
  - 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.
- 6. 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.
- 7. 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)

## V. ANNEX

### FIT FOOD BRAND

#### 1.0 CONSUMER POINT OF VIEW

**Consumer tension:** Parents want to feed their kids nutritious food, but it becomes a fight and it's not something they want to argue about.

**Insight:** I don't like arguing with my family about meals, but avoiding the fight [over nutritious meals] means giving in, and it makes me feel like I am failing. It is as if everyone around me is succeeding, and I'm left alone feeling this way.

#### 1.2 THE FITFOOD BRAND

##### **Brand Heart**

- ❖ **Purpose:** To help parents find the resilience and inner strength to re-commit everyday to the struggle of feeding their kids nutritious food.
- ❖ **Vision:** For *all* parents to feel motivated to feed their kids nutritious food, and supported in the struggle.
- ❖ **Brand Values: Fit Food is;**
  - empathetic toward people's lives
  - realistic in it's perspective
  - altruistic in it's mindset
  - and shows integrity through it's actions
- ❖ **Personality:** We are kind, respectful and relentlessly encouraging; we'll believe in *you* until *you* believe in *you*.
- ❖ **Brand Essence:** Resilience

##### **Audience:**

- ❖ Broad Audience: Parents in Kenya.
- ❖ Bulls-eye: Parents (inclusive of 2-parent households and single parents) with children aged 3-12. Low income group, LSM3-7, earning 15,000 - 45,000 KSH per month.

##### **Emotional Benefits:**

- ❖ Dual-Parents Families (Mum): FitFood helps us be a team, to work together (mum & dad) to stay committed to nourishing our family.
- ❖ Dual-Parents Families (Dad): FitFood helps me be a great Dad, supporting my partner and nourishing my kids.
- ❖ All Family Structures: FitFood shows me that I am not the only one struggling. It restores my desire to persevere. To be the parent I want to be. To nourish my family.

##### **Rational Benefits:**

- ❖ FitFoods are tasty and enjoyable
- ❖ FitFoods are good for me and my families health
- ❖ FitFoods are safe for me and my family to consume
- ❖ Fit Foods are easy to purchase (might not be true for all FitFoods)

### Vegetable RTB's (Reasons to Believe)

- ❖ FitFoods are fresh
- ❖ FitFoods are varied (lots of options)
- ❖ FitFoods contain essential vitamins and minerals for health
- ❖ *FitFoods are grown in clean water and with no pesticides (deprioritised)*
- ❖ FitFoods can be found near me

## 2.0 THE FFZ

### 2.1 CONSUMER POINT OF VIEW

**Consumer Tension:** I don't want to buy more of the same, even though I know it is healthy. I'd like to buy something different, without breaking the bank. Preparing vegetables that no one wants to eat is a waste of effort and money. I won't force them to eat something that doesn't taste good.

**Insight:** It is important that we all enjoy the one meal (dinner) we eat as a family. Having ingredients that taste good and add variety is a small way to treat them and bring joy through meals.

**Solution:** Focus on vegetables ingredients (tomatoes, carrots, peppers, avocados, GLV, mushrooms) as well as other flavour vegetables (garlic, onions, coriander) to increase 'pleasure and variety (and possibly value/cost perception)'. If we do this then we can increase intake of vegetables overall including accompaniments (cabbage, kales, spinach), which are already consumed abundantly

### 2.2 FFZ STRATEGY

The **FitFood brand** is the umbrella for healthy, desirable food. With the vision to have all parents feel motivated to feed their kids nutritious food, and supported in the struggle.

The **FitFood Zone** will help ease the struggle for parents to achieve the meals that will deliver immediate pleasure and make meals more enjoyable for the family.

#### FFZ Objectives

- Making it easy to find and buy FitFood
- Support consumers desire for variety, taste, freshness (quality) and safety
- Stimulating community support through tips, recipes, and cooking demos to discover and enjoy FitFoods

#### **Strategy: Deliver immediate pleasure**

- Aesthetics – freshness, display, branding & overall look & feel
- Hygiene- - safety (pesticides), water, food handling, waste management
- Flavour – variety & tasty vegetables to purchase
- Convenience – Proximity
- Availability – stocking product

FitFood Zone is a geographical space defined by a residential area targeting LSM 3-7 in urban and periurban areas

The FFZ consist of

- Semi-permanent vendors who sell safe vegetables
- Small retailers that sell vegetables to our target audience
- Some zones may include a traditional market, but not in all
- Schools
- Churches

### **2.3 KEY RESULTS**

**Outputs:** Increase awareness, desire/interest and intent

**Outcomes:** Increase vegetable purchase – specify veg

- Increasing purchase frequency
- Increasing purchasing amounts

*Figure 1: FitFood Zone vendor*

