

REQUEST FOR PROPOSALS

STAKEHOLDER ANALYSIS IN KENYA Demand Generation Alliance (DGA)

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

Most demand generation actions aimed at improving the consumption of nutritious and sustainable diets and foods (N&SDF) occur at the individual level (e.g. consumer knowledge, affordability) or at the food environment level (e.g. marketing and promotion, choice offering, choice architecture, food prices). Actions at a higher, societal level, the Enabling Environment, are mainly in the economic (taxes), political (marketing limitations) and information domains (labelling). There are limited efforts to redefine food culture and norms, yet these significantly influence what is acceptable, desired, and preferred.

The [Demand Generation Alliance](#) is a recently established initiative (2020), which aims to address food culture as driver for large scale consumption changes. The DGA's strategic framework sets out how to address food culture while its core operating model sets out how the alliance will operate. The DGA seeks to establish local country alliances in Kenya, Indonesia, and India.

The DGA functions at the global and country level. At the global level it is led by 5 member organisations: [Global Alliance for Improved Nutrition](#) (GAIN), [United Nations World Food Programme](#) (WFP), [EAT](#), [Global Business School Network](#) (GBSN), [World Business Council for Sustainable Development](#) (WBCSD), [Consumer Goods Forum](#) (CGF). In setting up the country level alliance we will deploy all three pillars of the DGA's operating model, build knowledge, strengthen collaboration, and enable action.

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP.

The purpose of this RFP is to engage services of a Service Provider to identify relevant organizations and actors in Kenya that can contribute, as members, to the mission of DGA and to DGA's effective functioning.

3. SCOPE OF WORK AND DELIVERABLES

The successful applicant shall present a stakeholder analysis that consists of 3 key steps: **Step 1:** Identify stakeholders using a specific method for sourcing these stakeholders; define scope and boundaries for the analysis (see table in annex), including clear issue definition, stakeholder characteristics; recruit /find these stakeholders and conduct interviews, workshops, or group discussions, as relevant. **Step 2:** Differentiate between and categorize stakeholders using well established analytical methods, as well as referencing the DGA strategic framework and operating model. **Step 3:** Investigating relationships between stakeholders by proposing an analytical method; using data gathered in step 1 and 2, define the nature of relationships among stakeholders (e.g., cooperative vs. competitive); map stakeholder strength and functional type, using the ecosystem of influence framework (i.e., rebels, reformers/researchers, organizers, campaigners, helpers/implementers. See Annex for reference); identify each stakeholder’s knowledge and capability to assist in defining eligibility criteria for membership in the alliance.

3.1. OBJECTIVES

Overall purpose of this analysis is to identify relevant organizations, initiatives, alliances, and actors (here after stakeholders) in Kenya that can contribute, as members, to the mission of DGA and to DGA’s effective functioning. In 2 years, the alliance will create a smaller coalition from its members, to lead the development of strategic projects or interventions.

Specifically, this stakeholder analysis will identify

1. Which stakeholders need to be included in the initial phases of the planning and development of the local DGA alliance
2. How will those stakeholders contribute to the functioning of the DGA and its mission, based on strengths and functional types
3. Which stakeholders will seek (or should be invited to seek) membership
4. What the interests and capabilities of the stakeholders and how will these stakeholders contribute to a diverse, capable alliance

3.2. DELIVERABLES

1. Conduct inception meetings and document reviews with DGA leadership group
2. Complete an inception report that answers the 4 objectives, by proposing a process for the 3 steps above, including specific methods and analyses based on literature and evidence
3. Attend bi-weekly, 45-min meetings with project team
4. Develop all protocols (recruitment, study design, analysis plan) and data collection tools
5. Submit for IRB approval (max 6 week waiting period for approval)
6. Collect data
7. Completed data analysis, including workshops with GAIN staff and relevant key informants
8. Submit a draft report
9. Revise draft report based on feedback
10. Final report

Deliverables	Anticipated Timeline
Contract signing and kick off meeting	March 6, 2023
Inception report, including the IRB submission package	March 20, 2023
IRB submission	March 31, 2023

Data collection	May 8, 2023
Workshop 1	May 25, 2023
Workshop 2 TBD	June 5, 2023
Draft report	June 16, 2023
Final report	July 7, 2023

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

Please direct all inquiries and other communications to the contact below. Responses will not be confidential except in cases where proprietary information is involved.

Wendy Gonzalez, PhD, Sr. Technical Advisor

Email: rfp@gainhealth.org

2. BUDGET

Applicants are required to provide GAIN with a detailed fee percentage 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 follows:

- To propose a study to answer the scope of work and objectives outlined in section 3
- Include examples of experience in the target countries and past work on stakeholder analysis
- Staff assigned to the task, include short resume highlight experience to stakeholder analysis
- Timeline for the proposed work
- Budget with breakdown by major categories: staff, activities/implementation, travel, management fees, taxes
- Not to exceed 10 pages, double spaced, inclusive of examples, resume, timeline, budget

4. SUBMISSION

Originals should be submitted as follows:

One electronic copy containing the documents preferably in MS Word along with all the required information including the fee proposal should reach GAIN at the address mentioned below:

Email copy:

- rfp@gainhealth.org
- Subject line: 'DGA Stakeholder Analysis - Kenya'

5. DEADLINE

Completed proposals should be submitted by email to GAIN **before 12 midnight Central European Time on Monday, February 13, 2023**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

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:
 - o 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:
 - o Providing detailed technical documentation of the proposed strategy.
 - o Evidence of experience delivering solutions using the proposed information technology platform.
- The methodological approaches required to implement each of the parts of the scope of work.
- Comprehensiveness of work plan and reasonableness of proposed time frame:
 - o Proposal shall include a feasible work plan to ensure successful completion of deliverables.
 - o The work plan details how activities will be coordinated.
- Detailed budget and cost-effectiveness of proposed approach:
 - o Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
 - o Proposal shall identify possible challenges and include creative approaches to addressing them.
- Management and personnel plan:
 - o The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
 - o 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

Offer submitted by:

(Print or type business, corporate name and address)

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:

Click or tap here to enter text.

Click or tap here to enter text.

Click or tap here to enter text.

Click or tap here to enter text.

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) herewith submit the following:

- (a) A Proposal to undertake the work, in accordance with GAIN's requirements specified.
- (b) A duly completed offer of services, subject to the terms herein.

OFFERS WHICH DO NOT CONTAIN THE ABOVE-MENTIONED DOCUMENTATION OR DEVIATE FROM THE PRESCRIBED COSTING FORMAT MAY BE CONSIDERED INCOMPLETE AND NON-RESPONSIVE.

Date this day of Click or tap here to enter text. in Click or tap here to enter text.

_____ Click or tap here to enter text.
Signature (applicant)

_____ Click or tap here to enter text.
Signature (applicant)

Annex 1

Questions relevant to the stakeholder analysis ^a	Response from DGA
1. Describe the context of interest	We are seeking to identify stakeholders active in the food & nutrition + climate or the food & nutrition + gender sectors
2. What is the topic or issue of interest?	To identify stakeholders whose organizational mandates or work packages finds them <i>shaping narratives around food, addressing social identity and food, changing beliefs or values around food, or shaping culinary systems towards nutrition/health/sustainability</i>
3. What is the purpose of the analysis?	To inform planning and development of a country DGA alliance, as a member-based organization
4. What is the scope of interest? (e.g., local, regional, national, global)	The interest is national
5. What types of stakeholders do you want to consider or focus on?	Stakeholders active in topics identified in question 2, working directly with consumers or with organizations that serve consumers and their interests in food, nutrition, and climate change/sustainability
6. Do you want to speak to individuals, groups, organizations, or all of the above	Individuals with a strategic, external orientation, such as managing directors, head of programmes, or head of policy, who are responsible for <i>initiatives, projects, organizations, groups</i>

^A Questions adapted from stakeholder protocol created by Cassandra Harding, Jody Harris, Rebecca Namara and Chris Holmes for Theme 4 (food environments) under the USAID Food Systems for Nutrition Innovation Lab, 2022.

To understand the ecosystem of influence and actor typology see Laybourn-Langton L, Quilter-Pinner H and Treloar N (2021) *Making change: What works?*, IPPR. <http://www.ippr.org/research/publications/making-change-what-works>

The DGA strategic framework

To change food culture DGA works on

