Request for Proposals – Consultancy Services

Consultancy to Review Implementation of the Kenya National Food Fortification Strategic Plan (2023–2027) and Facilitate Development of the (2028-2032) Strategic Plan.

Issued by

The Global Alliance for Improved Nutrition (GAIN) - KENYA

And

Ministry of health, Kenya (Division of Nutrition and Dietetics)

CONTENTS

I.	INTRODUCTION	2
II.	BACKGROUND & TIMESCALES	2
III.	THE OPPORTUNITY	3
IV.	INSTRUCTIONS TO BIDDERS	4
V.	TERMS & CONDITIONS	7
VI.	OFFER OF SERVICES	9

GAIN's procurement is conducted based on 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.

I. 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.

II. Background & timescales.

The Government of Kenya implements food fortification as a key public health intervention to prevent and control micronutrient deficiencies. The programme includes mandatory fortification of maize flour, wheat flour, edible oils and fats, and iodization of salt within the framework of existing laws, regulations, and standards. The Kenya National Food Fortification Strategic Plan (2023–2027) provides a national framework for coordination and implementation of food fortification interventions and addresses five strategic issues namely:

a) Inadequate institutionalization of coordination mechanisms.

b) Low production of adequately fortified foods.

c) Weak enforcement mechanisms.

d) Limited consumer awareness.

e) Limited evidence on gains of fortification at population level.

The Strategic Plan is implemented through five Key Result Areas (KRAs):

I. Governance and Operations

II. Industrial Production of Fortified Foods

III. Regulatory Monitoring and Enforcement

IV. Consumer Awareness and Demand Creation

V. Household Monitoring and Impact Evaluation

As implementation approaches completion, the Ministry with support from GAIN kenya seeks to undertake a comprehensive implementation review and use the findings to inform development of the Kenya National Food Fortification Strategic Plan (2028–2032).

The purpose of this RFP is therefore to engage services of a qualified organisation or individual to provide Consultancy Services to review the implementation of the Kenya National food fortification strategic plan (2023 – 2027) and facilitate development of the (2028 -2032) Strategic Plan.

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.

RFP issue date	25 /11/2026.
Deadline for Bidders to submit questions	23 /12/2026.
Deadline for GAIN to respond to clarifications	10/01/2027.
RFP closes - deadline for submission	20/01/2027.
GAIN clarifications, evaluation & governance	25 /01/2027.
Contract award - subject to negotiation & due diligence checks	30/01/2027.
Planned contract signature date	15/02/2027.
Date by which all work is to be completed	30/05/2027.

III. The Opportunity.

Purpose.

The purpose of this RFP is to engage services of a qualified organisation or individual to provide Consultancy Services to review the implementation of the Kenya National food fortification strategic plan (2023 – 2027) and facilitate development of the (2028 -2032) Strategic Plan.

Specific Objectives.

The consultant shall focus on the below objectives during the two phases of the activity:

1.Assess implementation and achievement of strategic objectives, indicators, outputs, outcomes and targets.

2.Assess relevance, effectiveness, efficiency, sustainability, coherence and impact.

3.Document good practices, lessons learned and implementation bottlenecks.

4.Assess functionality of national and county coordination structures.

5.Assess regulatory compliance and enforcement systems.

6.Assess financing, resource mobilization and sustainability mechanisms.

7.Identify emerging priorities and future opportunities.

8.Facilitate stakeholder consultations and strategic planning processes.

9.Develop and validate the Kenya National Food Fortification Strategic Plan (2028–2032) – (Phase 2)

Scope of Work.

The assignment is planned to be delivered in two main phases as indicated below BUT this request is for proposals to execute the activities under Phase 1.

A. **Phase 1 - Conduct a comprehensive implementation review of the Kenya National Food Fortification Strategic Plan 2023–2027. (To include Inception, Comprehensive Review of Strategic Plan Implementation and Situational Analysis and Strategic Prioritization)**

B. **Phase 2 - Facilitate a participatory process for development of the Kenya National Food Fortification Strategic Plan 2028–2032.**

A. Inception

1. Review relevant documentation.
2. Develop review methodology and evaluation framework.
3. Prepare a detailed workplan.
4. Develop data collection tools.
5. Develop a stakeholder engagement plan.
6. Obtain approval of inception report before commencement of field activities.

Key Reference Documents will include, but not be limited to:

- Kenya National Food Fortification Strategic Plan (2023–2027)
- Kenya SBC Strategy for Food Fortification (2023–2027)
- Kenya Nutrition Action Plan (2023–2027)
- Food Fortification Regulations
- Relevant KEBS Standards
- Surveillance reports
- Compliance studies
- KAP studies
- County reports
- KNFFA records

- Monitoring and Evaluation reports

B: Comprehensive Review of Strategic Plan Implementation

The consultant shall review progress and performance under all five KRAs:

KRA 1: Governance and Operations : Review governance structures, policies, standards, stakeholder coordination, and integration of food fortification into county systems.

KRA 2: Industrial Production of Fortified Foods :Assess industry participation, production performance, technology adoption, MSME and micro-miller fortification, rice fortification, QA/QC systems, premix supply and food safety issues.

KRA 3: Regulatory Monitoring and Enforcement : Assess compliance trends, surveillance systems, laboratory capacity, enforcement mechanisms, and coordination among regulatory agencies.

KRA 4: Consumer Awareness and Demand Creation : Assess implementation of SBC activities, consumer awareness, purchasing behaviour, media engagement and barriers to demand creation.

KRA 5: Household Monitoring and Impact Evaluation : Assess access to fortified foods, consumption patterns, impact evidence, nutrition outcomes and monitoring systems.

C: Situational Analysis and Strategic Prioritization.

- Update stakeholder mapping and analysis.
- Conduct environmental scans.
- Review institutional capacities.
- Conduct an analysis of the strengthen and weaknesses.
- Assess emerging opportunities and threats.
- Develop an updated risk framework.
- Review coherence with related nutrition interventions.
- Prioritize strategic issues and responses.

D: Development of Kenya National Food Fortification Strategic Plan (2028–2032).

- Facilitate development of vision, mission, goals and strategic objectives.
- Develop a Theory of Change.
- Develop results framework.
- Develop implementation matrix.
- Conduct activity-based costing.
- Develop financing and resource mobilization strategy.
- Develop M&E framework.
- Develop risk management framework.
- Facilitate validation processes and finalization of the Strategic Plan.

4. Methodology.

The consultant shall apply an evidence-based participatory approach using:

- ❖ Desk review
- ❖ Key informant interviews
- ❖ Focus group discussions
- ❖ Stakeholder consultations
- ❖ Quantitative and qualitative analyses
- ❖ Site visits where necessary
- ❖ Secondary data review and triangulation of evidence

The methodology should demonstrate clear linkage between findings from the implementation review and development of the new strategic plan.

Deliverables & Timescales.

Deliverables	**Timeline**	**Notes**
1. Inception Report, Stakeholder Mapping & Data collection tools.	Week 4.	These deliverables are to be covered in **Phase 1**.
2. Draft Implementation Review report.	Week 7.	
3. Review Validation Workshop	Week 10.	
4. Final Review report and Strategic direction Report.	Week 12.	
5. Draft Strategic Plan (2028 – 2032)	NA	These deliverables are to be covered in **Phase 2.**
6. Strategic Plan Validation workshop	NA	
7. Final Strategic Plan and Supporting Products	NA	

NB: This RFP focuses on Phase 1 activities and associated costs Only. The coverage of the second phase will be agreed upon after completion of the first phase. Phase one of this consultancy should be completed in 12 weeks while the second phase should be completed in 8 weeks.

Exclusions,

This RFP focuses on Phase 1 activities and associated costs Only. The coverage / execution of the second phase will be agreed upon after completion of Phase 1.

Contract Governance.

The consultant shall report to:

- Head, Division of Nutrition and Dietetics Services (DND) through the National Food Fortification Programme Manager and the Large Scale Food fortification Manager - GAIN
- Oversight shall be provided by a multi-sectoral Technical Working Group under the Kenya National Food Fortification Alliance (KNFFA).

Payment Profile.

Payment shall be made against agreed charges and upon submission and approval of deliverables as indicated on the table below.

Deliverables	**% of Total cost**
1. Inception Report, Stakeholder Mapping & Data collection tools.	30 %
2. Draft Implementation Review report.	30 %
3. Review Validation Workshop	NA
4. Final Review report and Strategic direction Report.	30 %
5. Draft Strategic Plan (2028 – 2032)	-
6. Strategic Plan Validation workshop	-
7. Final Strategic Plan and Supporting Products	-

Dependencies & Constraints .

The bidders should note that Phase 2 of the work shall be awarded independently subject to funds availability and the successful delivery and performance of the first phase.

IV. Instructions to bidders .

Required Expertise.

The consulting firm/team should comprise at minimum:

- Team Leader / Strategic Planning and Evaluation Specialist

- Master's degree or higher in Public Health, Nutrition, Food Science, Health Policy, Economics or related discipline.
- At least 10 years of relevant experience.
- Proven experience leading strategic reviews and national strategy development processes.
- Food Fortification Specialist.
- Demonstrated expertise in food fortification technologies, compliance systems, laboratory systems, industry QA/QC and regulatory environments.
- Monitoring, Evaluation and Data Analysis Specialist.
- Experience in programme evaluation, data analysis, indicator development and results frameworks.
- Costing and Financing Specialist
- Experience in activity-based costing, financing strategies and resource mobilization.
- Experience supporting public-sector strategic planning in Kenya is highly desirable.

Bidders should read these instructions carefully before completing their submission.

GAIN contact

The following individual is the nominated contact for this RFP.

- **Email address:** procurementkenya@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, or any of its associated documents.

Submitting your response.

Bidders shall submit their Proposals and any accompanying documents in English and shall include the following :

- Technical Proposal
- Financial Proposal
- Organisation Profile
- CVs of Key Personnel
- Certificates of Incorporation/Registration
- Tax Compliance Certificate
- Professional References

The submissions shall be emailed to procurementkenya@gainhealth.org

Subject Heading of the Email:

THE KENYA NATIONAL FOOD FORTIFICATION STRATEGIC PLAN .

Your submission should not exceed 30MB and should be laid down as indicated below.

Technical proposal:

A maximum 10 PowerPoint slides or 10 sides of A4 submission, including

- An introduction to your organisation. Your bid must make clear which organisation will be awarded the contract if your bid is successful.
- The individual/team who will be completing this work
- Approach and methodology, including timescales and milestones.
- Understanding and experience, including two relative examples of comparable work

Financial proposal:

- Detailed budget (see Notes on Budget below)
- Signed Offer of Services (see section V: Offer of Services below)
- If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America, please include a copy of your W-9 form with your submission

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.

Respondents are permitted to use AI tools in the development of their Proposals. We recognize that these tools can enhance efficiency and quality when used responsibly. Any AI use must be disclosed in a brief statement identifying: (1) where in the proposal AI was used, (2) how it was used (e.g., drafting, editing, summarizing), and (3) why it was used in that context.AI use will not negatively affect evaluation scoring. However, failure to disclose known AI use could affect the eligibility of the Proposal. All submitted content remains the full responsibility of the respondent.

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 Kenya shillings and any contract arising from this RFP will be in Kenya shillings.

Notes on evaluations

- GAIN & MOH 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 & MOH shall jointly conduct the evaluations process.
- 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 table 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.
Bids will be evaluated not only on technical and commercial criteria listed , but also on the outcome of proportionate due diligence and risk assessments. These assessments may consider factors such as financial viability, compliance, safeguarding, ethical conduct, sanctions screening, and overall organisational risk. Only bidders that meet both the evaluation requirements and the organisation's risk standards will be considered for award.

Criteria	**Score**
Understanding of Assignment	**30 %**
Comprehensive Methodology and Workplan	**20 %**
Management Team Composition, Qualifications & Relevant experience.	**20 %**
Detailed budget /Financial Proposal and Value for Money	**30 %**

V. Terms and 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

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 into 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.

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.

VI. 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 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.

I/We confirm that I/we have no actual, potential or perceived conflicts of interest which apply to this procurement OR that I have notified GAIN in writing of any actual, potential or perceived conflicts of interest which apply to this procurement.

I/We confirm that we will use the following organisational and payment details, if our Bid is successful:

Company name (including any trading names)	
Registered Company address, including postal code and country	
Company Registration Number	
Tax Identification Number (TIN) - if not applicable, please put N/A	
Business Identification Number (TIN) - if not applicable, please put N/A	
Company contact phone number	
Company contact email address	
Bank where account is held (name of the bank)	
Name on the payment bank account (individual/company name)	
Bank Account Number	
Swift/BIC Number - if not applicable, please put N/A	
IBAN Number - if not applicable please put N/A	
If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America,	

please include a copy of your W-9 form[1]	

Declaration on AI use Please indicate where in the proposal AI was used; how it was used (e.g., drafting, editing, summarizing), and why it was used in that context.	

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

[1] If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America, you must submit a W-9 form before we can issue payment.
If you fail to fill out a W-9 form, federal law requires us to withhold 28% of your earnings for taxes.