

**REQUEST FOR PROPOSALS (RFP) FOR THE
DEVELOPMENT OF THE SUN BUSINESS NETWORK
(SBN) NIGERIA STRATEGY, IMPLEMENTATION
PLAN and SUB-REGIONAL HUB ENGAGEMENT
PLAN**

**Issued by
The Global Alliance for Improved Nutrition (GAIN)**

August 2023

GAIN Nigeria

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Summary of Deadlines

Proposal Submission Deadline: 28th August 2023

Award of Contract: 7th September 2023

All deadlines are described in detail under section 9 – Timelines.

As part of the selection process, GAIN reserves the right to request clarifications regarding bids that substantially qualify. Questions in the technical review are at GAIN's discretion and will only be directed to bidders who have submitted substantially responsive bids.

The final award is subject to other terms and conditions included in this solicitation, as well as the successful final negotiation of all applicable terms and conditions related to the awarded contract.

PROJECT BACKGROUND AND SCOPE OF WORK

ABOUT GAIN AND THE SUN BUSINESS NETWORK (SBN)

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. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Benin, Uganda, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

In 2010, the Scaling Up Nutrition (SUN) Movement was launched to support national leadership and collective action to scale up nutrition through a multi-sectoral and stakeholder approach. The SUN Business Network (SBN) is one of the four global networks that support SUN countries (along with UN, Civil Society and Donor Networks). SBN is co-convened by GAIN and the UN World Food Programme (WFP) and further supported by an Advisory Group comprised of senior business leaders.

The SBN aims to reduce malnutrition in all its forms through mobilizing business to invest and innovate in responsible and sustainable actions and operations. To do this SBN provides a neutral platform to broker partnerships and collaboration between business and all actors on nutrition at national, regional and global level to support SUN Country plans. We believe that when consumers demand improved nutrition, business will act, and national economies will grow. The SBN currently has presence in 44 countries and convenes more than 1,400 members at global and national level.

Launched in April 2016, SBN Nigeria has been inspiring actors in the private sector, including but not limited to Small and Medium Scale enterprises, to invest in nutrition by making commitments that eventually result in improving demand for and access to nutritious food in the country, we have also established partnerships and collaborations that have provided an enabling environment for businesses in the food and nutrition space while strengthening Public-Private Partnership towards improving Nutrition in Nigeria.

Through this initiative, GAIN Nigeria will contribute to growing a sustainable market for nutritious, affordable foods for consumers as part of a strategy led by the Government of Nigeria to reduce malnutrition in its population. It will create opportunities for wider participation of the private sector to engage and make commitments in nutrition through the development of the SBN platform, as well as providing advice and services to private sector companies wanting to improve nutrition in Nigeria.

Over the past 7 years, SBN Nigeria has focused on the following:

- Increasing private sector participation and contribution towards improving nutrition by using the platform to support businesses to develop Specific, Measurable, Achievable, Realistic, and Timely (SMART) nutrition commitments.
- Sensitizing private sector companies/employers on the specific role they can play in improving nutrition, examples include workforce nutrition, nutrition clinics and product fortification etc
- Engaging the private sector in identifying, formulating and reformulating nutrition-related products and services
- Advocating to multi-sectoral stakeholders on the need to increase the consumption of nutritious foods and focusing on support for business with huge potentials to increase access healthier diets for Low- and Middle-Income Consumers (LMIC).

Assignment Background

The food chain in Nigeria comprises various businesses, ranging from micro to large-scale enterprises, including Multi-national Companies (MNCs). Each of these businesses plays a crucial role in the food system by producing, processing, distributing, and trading the food consumed across different income levels. Market actors, particularly Small and Medium Enterprises (SMEs), have the potential to lower food costs and increase the availability of nutritious options, effectively addressing various forms of malnutrition, such as underweight and stunting, through effective programs and partnerships.

When businesses are presented with a clear business case, they are willing to invest in national programmatic areas, such as school feeding, employee nutrition, the production of complementary foods for young children, and promoting foods that support a healthy diet and good nutrition. This approach contributes to a holistic national effort to combat malnutrition.

Despite the significant opportunity for Nigerian businesses to strengthen markets and contribute to improved nutrition, they face challenges in accessing capital, technical support, and a conducive business environment, which limits the potential for market-based solutions to promote the consumption of safe and nutritious food.

SBN Nigeria, since its inception, has grown in reach and capacity, adapting its programs to meet the evolving needs of businesses. Membership has become more diverse, embracing cultural, geographical, value chain, and business model parameters to promote inclusivity, particularly for women and youth.

To address the barriers faced by women, young people, and entrepreneurs in the informal sector, SBN Nigeria aims to incorporate gender, youth, and Base of the Pyramid (BOP) perspectives into its country operations. Discriminatory societal norms, cultural biases, and unfair institutional structures often hinder women and young people from achieving their entrepreneurial goals.

In 2023, SBN Nigeria took a step towards supporting businesses at the sub-national level by inaugurating sub-regional leads in five regions: North-West, North-Central, South-West, South-South, and South-East. These business executives volunteered their time and efforts to strengthen SBN's impact in Nigeria.

To ensure effective support and engagement with businesses at the sub-national levels, capturing their diverse needs, regardless of location, size, or cultural background, is crucial. Therefore, SBN Nigeria intends to develop an engagement strategy plan that will provide clear direction and actionable steps to achieve the network's goals. This strategy plan will also extend to guiding SBN's Regional Hub-leads in their efforts to drive meaningful changes within their respective regions.

To achieve this, SBN seeks to engage the services of a consultant who will update the current SBN Nigeria strategy and develop a comprehensive engagement plan that aligns with the network's mission and vision, empowering businesses to contribute significantly to improved nutrition outcomes in Nigeria.

Objectives and outputs of this consultancy

Based on the above background, GAIN is looking to engage a short-term consultant to lead the following activities that are crucial in developing and launching the SBN Nigeria Strategy:

Specific objectives

1. In line with relevant national nutrition priorities, consult relevant national stakeholders including the Government of Nigeria to develop the SBN Nigeria Strategy (2023 – 2027)
2. Develop a 5-year implementation plan (2023 – 2027) that supports the operationalization of the SBN Nigeria strategy and includes an action plan that outlines how the SBN can engage women and youth.
3. Develop a results framework for the recommended action plans for SBN Nigeria
4. Harmonize and synthesize key inputs from GAIN Nigeria, SUN movement Nigeria and the global SBN strategy documents for integration into the draft SBN Nigeria strategy document.
5. Develop an engagement and governance model structure and terms of reference for SBN Nigeria regional hub-leads.
6. Validate the draft SBN Nigeria strategy and implementation plan with government, potential SBN members, SUN networks, and other stakeholders.

Deliverables:

- Deliverable 1: Provide a timeline (detailing all activities) and the revised methodology after the kick-off meeting.
- Deliverable 2: Conduct an extensive desk review of pertinent documents to enhance comprehension and facilitate the execution of the task.
- Deliverable 3: Develop an inception report containing the finalized action plan, list of stakeholders to be consulted, and overview of the SUN network and her global and national mandates, an executive summary as well as other information that are deemed vital and agreed upon during the kickoff meeting.
- Deliverable 4: Develop 5-year strategic plan for SBN Nigeria.
- Deliverable 5: Develop engagement strategy plan for the governance model for SBN subregional leads.
- Deliverable 6: Create a sustainable plan for SBN Nigeria

Scope of Work and Deliverables

Consulting several source documentations such as the Global SBN Strategy, Nigeria's National Multi-Sectoral Plan of Action for Food and Nutrition, the Nigeria SUN movement strategy, GAIN Nigeria strategy, the global SBN "How to Guide" as well as the Global SBN Youth and Women strategy documents, the consultant will develop an all-inclusive network strategy document that will guide the full implementation and operations of SBN Nigeria.

This will also involve creating implementation guidelines to guide the network. The consultant will work closely with GAIN/SBN Global Secretariat, SUN Movement Secretariat and the SBN Nigeria team while consulting with a diverse group of other external stakeholders.

The lead consultant for this project will be expected to travel for the strategy validation workshop.

To support the creation of the country strategy the consultant will undertake the following tasks:

- Conduct a desk review of all relevant literature that will serve as input into the final strategy. Some of the literature comprises internal documents that will be made available upon signing the contract.
- Identify opportunities for strengthening SBN Nigeria programmes through strategic partnerships with pertinent international organizations that can contribute to the success of the network in Nigeria.
- Include examples and suggestions of opportunities for support that are appropriate for micro to large scale nutrition enterprises in Nigeria.
- Examine governmental nutrition strategies and action plans, pinpointing possible avenues for involvement by national and subnational SBN networks to contribute to the fulfillment of the national framework and action plans concerning nutrition.
- Identify deficiencies in the supportive ecosystem for nutrition businesses, highlighting potential areas where the SBN can assume a leading role in addressing those gaps.
- Evaluate the current worldwide SUN frameworks and tools, including suggested country strategies, and propose methods to harmonize them with GAIN and the national SUN movement priorities. This analysis will also consider the practical resource constraints of the SUN Business network.
- Examine available literature on subnational SBN structures and develop a preliminary governance model for them.
- Carry out an overview of nutrition-specific donor interests as well as alternative fundraising sources and recommend action plans for SBN.
- Carry out all necessary stakeholder interviews that are critical to the achievement of this assignment.
- Create a sustainable plan for SBN Nigeria, taking into account its current partnerships, the size of businesses in the network, and other important factors that could either support or hinder SBN's progress towards becoming an independent network.

To develop the engagement strategy and the governance model for the regional hub-leads the consultant will undertake the following tasks.

- Engage with the hub-leads to understand their operations and initial draft strategy: Collaborate with the hub-leads to gain insights into their scope of operations and their existing draft strategy. Help them align their strategy with SBN's overarching strategy and desired outcomes.
- Suggest periodic activities for fostering dialogue, partnerships, and positive outcomes:
 - Propose specific activities that will facilitate ongoing dialogue and collaboration among the sub-regional hubs.
 - Identify opportunities for fostering partnerships with relevant stakeholders to achieve positive outcomes aligned with SBN's goals.
- Develop the terms of reference for the regional hub leads:
 - Define the roles and responsibilities of the regional hub leads, clearly outlining their engagement with businesses at the sub-national level.
 - Provide a comprehensive understanding of the level of voluntary engagement, emphasizing that it is not an affiliation to SBN or GAIN as a brand name.

Budget

The amount for this consultancy will not exceed NGN4,000,000

Please note that bids exceeding the budget limits defined by the standards of GAIN's procurement policy will not be taken into consideration.

Competencies

Qualifications and experiences

The ideal consultant for this project should possess the following competencies:

- a. Demonstrated **ability to conduct thorough technical or business assessments** at a strategic level, providing valuable insights and recommendations for improvement.
- b. **Consultancy and Action Plan Development:** Proven experience in consultancy and developing action plans specifically for SMEs in the Nutrition/Agric space within the Nigerian context. A minimum of 10 years' experience in these areas is required.
- c. **Business Development Specialist:** Specialist knowledge and expertise in business development within Nigeria and surrounding regions is highly desirable. This includes a deep understanding of the local market dynamics, regulatory environment, and emerging trends.
- d. **Multi-Stakeholder Engagement:** Proven expertise in effectively engaging and collaborating with diverse stakeholders across various sectors, including government, businesses, and non-profit organizations. The consultant should have a track record of building strong partnerships and fostering cooperation among different actors.
- e. **Reporting and Writing Skills:** Strong reporting and writing skills are essential for effectively documenting findings, recommendations, and action plans. The consultant should

be able to deliver clear and concise reports that can be easily understood by both technical and non-technical stakeholders.

f. **Task Delivery:** A demonstrated track record of successfully delivering similar tasks within agreed timelines and meeting project objectives. The consultant should be results-oriented, with the ability to effectively manage project deliverables and ensure high-quality outputs.

g. **Legal Compliance:** Must be legally licensed to operate as a consultant in Nigeria, possessing the necessary permits and registrations required to conduct business within the country.

h. **References:** Minimum of two references from at least two organizations, highlighting successful engagements and the consultant's contribution to achieving project goals.

Applicants can also apply to this RFP solely as individual consultants or as a firm.

Timelines

The assignment must be completed in a maximum of 9 weeks (about 2 months) from the day the contract is awarded. The comprehensive table of the assignments is expected to be as follows:

Proposal Submission Deadline:	28 th August 2023
Award of Contract:	7 th September 2023
Deliverable 1: Submit inception report to provide a timeline (detailing all activities) and the project methodology after the kick-off/inception meeting.	13 th September 2023
Deliverable 2: Conduct an extensive desk review of pertinent documents to enhance comprehension and interview relevant stakeholders to facilitate the execution of the task.	14 th September 2023
Deliverable 3: Develop a draft report containing the finalized action plan, list of stakeholders consulted, and updated overview of the SUN Business network and her global and national mandates, an executive summary as well as other information that are deemed vital and agreed upon during the kickoff meeting.	5 th October 2023
Deliverable 4: Develop and finalize the 5-year strategic plan for SBN Nigeria. This includes a fundraising plan, publicity plan, Visibility plan, sustainability plan, monitoring plan and a draft governance model for SBN subregional leads.	12 th October 2023
Deliverable 5: Present the final reports at the strategy launch event with multi-stakeholders	14 th November 2023

The proposal submissions must be received via email by GAIN on or before 05:00 pm on Monday, 28th August 2023.

a. Unacceptable Proposals

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline.
- Incomplete proposals
- Proposals that are not signed

b. Revisions

Proposals may be revised by electronic mail provided such revision(s) are received before the deadline.

2. Instructions For Responding

a. Contact details for submitting the technical and financial proposals:

Submission of the technical proposal and of the financial proposal should be made separately and in accordance with the specification below:

Submission type	Address	Subject
Technical Proposal		
Soft Copy submitted by email	sbnnigeria@gainhealth.org Cc: todunmbaku@gainhealth.org swinsett@gainhealth.org . digelle@gainhealth.org ;	Consultancy for the development of Scaling Up Nutrition Business Network (SBN), Nigeria 5-year Country Strategy- Technical proposal
Financial Proposal		
Soft copy submitted by email	sbnnigeria@gainhealth.org Cc: todunmbaku@gainhealth.org swinsett@gainhealth.org ; digelle@gainhealth.org	Consultancy for the development of Scaling Up Nutrition Business Network (SBN), Nigeria 5-year Country Strategy- Financial Proposal

Completed Proposals will comprise of a technical proposal and a financial proposal. Both proposals can be submitted by email.

The proposal should include the contents below and not exceed 15 pages, excluding appendixes and CVs of consultant(s).

Cover page: Summary with basic information such as names, addresses, and contact information for the institution.

Capacity Statement: A brief capacity statement as to why the consultant(s) or institution (if a consultancy company is applying) is well-positioned to conduct this assessment. This capacity statement should refer to the areas of expertise and qualifications of the candidate(s). The capacity statement should mention relevant work conducted.

Design and methodology: Outline the proposed assessment (and outcomes), in line with the guidelines outlined above, and the specific methods to be used. This section should form the bulk of the proposal. GAIN is open to all suggestions. The technical proposal must clearly identify if and where the assessment requirements may be difficult to fully satisfy and provide alternative suggestions that can achieve the above-listed requirements.

Work Plan: Proposed work plan broken down by weeks, which should include detailed activities and timeline. If more than one person is assigned to this consultancy, it should also include the time allocation of key personnel.

Budget: financial proposal broken down by phase and clearly separating the fees of the consultancy and other administrative costs related to each Objective A & B.

In the appendix, the consultant should provide a track record of delivering similar assignments and provide references (contact information) of clients for whom similar work has been executed.

GAIN will not necessarily accept the lowest bidder, or any proposals submitted except when the requirements are fully met.

b. Proposal Completion

- Proposals must be submitted on the official letterhead of the consultant and must be signed by the applicant.
- 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. If clarification is necessary, applicants are advised to contact GAIN through the email indicated in section VII (line a) above, prior to submission.
- While GAIN has used considerable efforts to ensure an accurate representation in this 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 their understanding of the RFP conditions; failing to comply may result in the disqualification of their submission.

c. Right 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.

d. References

GAIN reserves the right, before awarding of the contract, 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.

e. Release of Information

After awarding the contract and upon written request to GAIN, only the following information will be released:

- Name of the successful bidder; and
- The applicant's own individual ranking.

3. Terms And Conditions of This Solicitation

a. 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 applicant’s proposal, as well as the option of accepting partial components of a proposal if appropriate.

b. 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.

c. Right to Final Negotiations on the Proposal

GAIN reserves the right to negotiate 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.

The payment will be structured based on the delivery of the milestones stated in section VI (line a).

When	Payment rate %	Deliverable
<p>Deliverable 1:</p> <p>Submit inception report to provide a timeline (detailing all activities) and the project methodology after the kick-off/inception meeting.</p>	50%	Provide a revised timeline (detailing all activities) and methodology that the consultant will use.
<p>Deliverable 2: Draft Report submitted</p>	20%	Draft Report containing the finalized action plan, list of stakeholders consulted, and updated overview of the SUN Business network and her global and national mandates, an executive summary as well as other information that are deemed vital and agreed upon during the kickoff meeting.
<p>Deliverable 3:</p> <p>Develop and finalize the 5-year strategic plan for SBN Nigeria. This includes a fundraising plan,</p>	20%	Final report on Commitments and a Presentation: incorporating the actual stage of commitments progress, as well as a proposal of action plans to assist each SBN

publicity plan, Visibility plan, sustainability plan and a draft governance model for SBN subregional leads		member assessed to achieve the goals on commitments assumed.
Deliverable 4: Present the final reports at the strategy launch event with multi-stakeholders	10%	Presentation of the final reports at the strategy launch event with multi-stakeholders

To trigger the disbursement, the deliverables shall be approved in writing (including by email) from GAIN.

d. **Evaluation Criteria** (*EW- Evaluation Weight*)

Proposals will be reviewed by a special Review Committee. The table below indicates a list of the significant criteria against which proposals will be assessed.

Item	Description	Evaluation Weight (%)
1	Scope of Work	15%
	Understanding of the objectives of the assignment Realistic timeline of outputs Detailed workplan, including frame and responsibilities	
2	Methodological Approach	25%
	Narrative description of the approach to the tasks, showing a clear understanding and methodology Familiarity with country and context expressed through the design of methodology	
3	Team & Company Qualifications:	20%
	Experience in similar assignments-Company & team	
4	Organization and Management	15%
	Organization of the field team	
5	Financial proposal	15%
	Price Clear breakdown supporting methodology and team organization	
6	Documents Provided & Track Record	10%
	Track record (GAIN experience working with the Company) Docs provided as per bellow table	
TOTAL		
	Documents to be provided with proposal	
1	Offer of Services	
2	Is proposal signed	
3	Is proposal submitted on official letter head	
4	Are fees quoted as a fixed sum inclusive of taxes	
5	Does the proposal map functions to team members	
6	Insurance	
7	list of references provided	

The above table will combine weighting with a “point” scoring system, as followed:

5 points	Fully meets
4 points	Meets, with minor gaps
3 points	Meets with moderate gaps
2 points	Partially meets, significant gaps
1 point	Does not meet

e. Mandatory Requirements

In addition to the evaluation criteria outlined above, the applicant's proposal should also respond to the following mandatory requirements:

- **Fees:** The fees shall be quoted as a fixed sum inclusive of all applicable taxes and/or institutional overhead. The fees must be quoted in NGN (Nigerian Naira);
- **Experience:** Current curriculum vitae/resumes for key team members.
- **Capacity of the consultant to provide the required services:** Team members with relevant experience must be available for each identified position. The proposal should map function(s) to the team member(s).
- **Insurance:** All applicants must have professional liability insurance and general liability insurance. The applicant(s) must be prepared, if awarded the contract, to furnish to GAIN proof of the extent of insurance coverage.
- **References:** A list of references that can be contacted to discuss the team members' relevant related experience or for the firm.

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

f. Expectations of Applicants

The successful applicant (s) will:

- Work closely with representatives from GAIN and its partners, a lead contact will be designated for the purposes of regular communication and monitoring of deliverables.
- Meet with representatives from GAIN shortly after the contract is awarded, following which a work plan will be developed detailing the objectives, deliverables, timelines, and budget for each of the parts outlined in the scope of work.
- Be prepared to meet with GAIN representatives during the consultancy.
- Submit deliverables and reports according to the agreed-upon schedule in the revised work plan.

g. Review Process

The review process will involve a review panel with participants selected by GAIN.

h. Limitations regarding third parties

GAIN does not represent, warrant, or act as an agent for any third party as a result of this solicitation. This solicitation does not authorize any third party to bind or commit GAIN in any way without GAIN's express written consent.

i. Final Acceptance

Award of a Proposal does not imply acceptance of its terms and conditions. GAIN reserves the right to negotiate the final terms and conditions, including the costs and the scope of work, when negotiating the final contract to be agreed upon between GAIN and the applicant.

j. Validity Period

The Offer of Services will remain valid for a period of 30 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter a services contract subject to GAIN terms and conditions.

k. 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, and specifications developed by the applicant shall vest exclusively and entirely with GAIN.

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

- GAIN's Design Application or Branding guidelines.
- Although the service provider can put their logo in the document produced, GAIN's logo should be the one standing out as the owner of the intellectual property.

l. 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 documentation will be authorized or paid to the applicant, unless such change, modification or interpretation has received the express prior written approval of GAIN.