REQUEST FOR PROPOSALS – SERVICES

END OF GRANT REVIEW

for the programme: "Transforming food systems to improve diet quality and resilience for the most vulnerable''

Funded by the Dutch Ministry of Foreign Affairs

(Activity Number 4000005271)

Issued by

The Global Alliance for Improved Nutrition (GAIN)

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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 purpose of this RFP is to engage services of a qualified organisation or individual to assess the performance of the A1 portfolio against the six OECD criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability.

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	16 November 2026
Deadline for Bidders to submit questions	30 November 2026 - 12 pm CET
Deadline for GAIN to respond to clarifications	07 December 2026
RFP closes - deadline for submission	14 December 2026 - 12pm CET
GAIN clarifications, evaluation & governance	11 January 2026
Contract award - *subject to negotiation & due diligence checks*	1 February 2027
Planned contract signature date	1 February 2027
Date by which all work is to be completed	25 October 2027

In 2021, the Global Alliance for Improved Nutrition (GAIN) entered a grant agreement with the Ministry of Foreign Affairs of the Kingdom of the Netherlands (MFA) for the implementation of the portfolio "Transforming Food Systems to Improve Diet Quality and Resilience for the Most Vulnerable" ("A1"). The total funding provided to GAIN is **EUR 90,000,000** to carry out the A1 programme between 1st January 2022 until 31st December 2027. The programme focusses on **market-based solutions leading to increased access to and consumption of affordable healthy diets by Base of Pyramid (BoP) consumers and their resilience to nutritional shocks in the 6 African countries Benin, Ethiopia, Kenya, Mozambique, Nigeria and Uganda**. It seeks to do this through integrated food systems interventions organised around target nutritious food value chains in the focus countries, which are fostering sustainable change in demand, supply and the enabling environment for safe and nutritious foods. The activities are supported by a range of global and cross-cutting activities as well as South-to-South learning. The target nutritious food value chains are: vegetables in Kenya, Uganda, Benin; animal source foods in Mozambique, dairy in Ethiopia, and vegetables in Nigeria. In Ethiopia, Benin and Nigeria, we furthermore support large scale food fortification. In Ethiopia and Uganda, we implement workforce nutrition interventions with businesses.

The portfolio operated at three levels:

- In the focal countries, we have combined our technical expertise across the food system, to develop integrated country programmes to improve access, desirability and the enabling environment for nutritious, safe foods.
- In each technical area, we develop models and approaches, drawing on expertise and experience across GAIN's global portfolio which can be brought to bear within the country programmes as required.
- Recognising the global framework as a driver of change in food systems, we continue to influence at that level.

An overview of the projects carried out under A1 can be found in Annex 1.

III. THE OPPORTUNITY

The overall objective of the end of grant review is to assess the performance of the A1 portfolio against the six OECD criteria: **relevance, coherence, effectiveness, efficiency, impact and sustainability**. The summative review is intended to assess the extent to which GAIN accomplished its objectives and targets, and to provide insights and inputs into what areas could be strengthened in future work.

The review will complement the programme's mid-term review which was conducted in 2024. It will use the programme's theory of change and results framework as basis for assessment. Data will draw on findings of independent evaluations of programme components already undertaken monitoring data and internal programme assessments where available. This will be complemented by review of other GAIN documents and key stakeholder interviews including Dutch Embassies in the six African countries, implementation partners, and independent experts as appropriate.

SCOPE AND APPROACH FOR THE END OF GRANT REVIEW

The review will assess progress on the programme using the OECD, Network on Development Evaluation criteria as framework. Briefly, the evaluation will explore all 6 OECD criteria: relevance,

coherence, effectiveness, efficiency, impact, and sustainability. It will build on the mid-term review conducted in 2024, where several criteria were assessed as interim results (to be re-assessed in depth at this stage), and others as final results (primary conclusions at midline and reassessment only in terms of any programmatic adaptations at this stage).

The end of grant review will produce chapters specific to the six countries (Benin, Ethiopia, Kenya, Nigeria, Mozambique, Uganda), describing the findings by OECD criteria (see table below) on the relevant projects in each country.

In addition, the review will do four deep dives (also presented in different chapters) where closer insights would be useful for future project iterations and scale-up.

- For the vegetable and animal source food projects, what lessons can we draw for future projects on the access-side: what approaches were used, how did the projects address supply barriers and create market linkages? What were strengths and weaknesses of the models and what were commonalities and differences for the different value chains? How can we better embed lessons from the global 'Business Model Research Hub' project, if any?
- For the vegetable and animal source food projects, what lessons can we draw for future projects on the demand-side: what approaches were used, did the project effectively look at consumer insights, and where the entry points and messages suitable to change consumer behaviours? What are commonalities and differences for the different value chains? How can we better embed lessons from the 'Affordability and Analytics' project, if any?
- For the different country projects, what lessons can we learn from our enabling environment (policy) activities? What worked well, what challenges were faced?
- How did the A1 policy work compliment or capitalize on, if at all, CASCADE's policy work. Extract a summary of the findings under the criteria 'coherence' on the relation between A1 and CASCADE. Include an analysis of the breakdown of the impact estimations in overlapping areas of implementation.

Criteria	**Midterm focus**	**End of portfolio review focus**	**Key research question (note the specific research questions are modified slightly from OECD criteria to adapt to the portfolio, as per OECD guidance)**
Relevance	Final	Confirm + Assess for 2 projects[1] which were added or changed after mid-term review	Is the portfolio of projects and the programmatic approach appropriate to advance the stated mission of the programme (as aligned with MFA FNS results framework and FNS Methodological notes, GAIN strategies and international nutrition goals)? Are the nutrition priorities appropriate to the different target groups of the GAIN projects? Is the portfolio of projects aligned with national policies/national multi-annual strategies of the MFA which were in place at the time of designing the programme interventions? What adaptations may be needed to align these?
Coherence	Final	Confirm + Assess for 2 projects[1]	What is the perceived added value of the programme compared to other development policies and programmes active in the region/respective countries? In particular compared to the CASCADE programme implemented in

[1] The LSFF project in Ethiopia was added in January 2026. ENSAND Nigeria shifted its project design in 2024.

		which were added or changed after mid-term review	parallel in the same countries during the same period, by the consortium of CARE and GAIN. How if at all are they complementary, synergistic or duplicative? How, if at all, did the two projects exchange experiences within country?
Effectiveness	Interim	Final	Has the approach achieved its stated objective, including any differential results across the various countries and programmatic areas in the activities, outputs and early outcomes? Based on monitoring data and process evaluations, provide an overview of the results the programme achieved (e.g. number of people reached) and the quality of reach (e.g. reach through information, reach through availability and affordability of nutritious products, reach through behaviour change campaign, etc.).
Efficiency	Interim	Final	How well are the resources being used, and to what extent is the approach delivering results in an economic and timely fashion? Are there differences in efficiency across the various geographic and programmatic areas? Provide an overview of the results (reach and impact) in relation to the cost of the projects and in relation to other similar initiatives. To what extend can the programme be scaled further? And with what adaptations, if relevant? At a portfolio level, is using one value chain as an entry point to change diets better (from effectiveness, efficiency, or other relevant perspectives) than an approach working through multiple food value chains simultaneously?
Impact	Interim	Final	Has the portfolio of projects made a difference in its stated areas of influence and geographies? In other words, to what extent has GAIN's work under this grant agreement generated significant positive or negative, intended or unintended, higher-level effects? Specifically zoom in on global and national policy engagement and private sector support structures, as impact at household level is already covered by independent impact evaluations. Has the portfolio achieved its impact goals by the end of the grant period, based on the independent impact evaluations? Weigh in on the independent evaluation findings on the following findings: What has been the plausible contribution of the interventions to the observed changes? What other factors and/or actors have contributed to these changes or hindered potential changes? What elements of the approaches were effective in contributing to the observed changes, and what are areas for improvement? Review and validate the estimations of impact in absolute numbers based on the evaluation findings and the assumptions made for every country. Including the way GAIN and CARE have attributed impact of A1 versus CASCADE in areas of overlap.
Sustainability	Interim	Final	Are any benefits observed likely to last, to extend beyond the direct period of investment? For instance, to what extent is GAIN's work being anchored into permanent structures and institutions (e.g. government, private sector/market, other organisations)? Are the exit strategies appropriate, being implemented, and working?

			To what extent and in what ways are security or political risks likely to compromise the sustainability of project results?

The final methodological approach for the evaluation will be developed by the evaluators, but will include at minimum the following:

Review of existing documents (see Annex 2) including:

- the programme's overarching theory of change and results framework
- progress reports submitted to MFA
- design documentation, theories of change and results frameworks for selected programmatic areas
- project evaluations and assessment protocols
- the final report of the mid-term review conducted in 2024
- project monitoring data (third party and/or internal) where relevant
- documents relevant to the CASCADE project (theory of change, programme documents, mid-term review)
- MFA and Dutch Embassy strategy documents

Primary data collection, where possible in person, to gather further insights from key stakeholders across the six countries, including but not limited to:

- GAIN staff
- MFA and Embassies of the Kingdom of the Netherlands staff
- Implementation partners and Government officials in select countries
- Key stakeholders in the nutrition and related communities and independent experts who know the sectors in country, but are not directly involved in GAIN programmes

The final report for the end of grant review is due on 18th October 2027.

DELIVERABLES & TIMESCALES

Deliverables	Time
Inception report based on the proposal, including a further developed methodology and workplan	8 February 2027
Draft of final report prepared using structure agreed as part of inception, delivered chapter by chapter, depending on when their independent evaluation reports are available: • Kenya: Vegetables for All • Ethiopia: Better Dairy for All • Mozambique: Animal Source Foods (interim based on monitoring data and annual progress reports) • Deep-dive: Access • Deep-dive: Demand • Deep-dive: Enabling Environment • Deep-dive: A1-CASCADE • Benin: PASIMA	March – Oct 2027, Indicative timeline: March 2027 March 2027 April 2027 May 2027 May 2027 May 2027 June 2027 July 2027 August 2027 August 2027

• Uganda: Vegetables for All • Nigeria: ENSAND • Benin: Large-Scale Food Fortification • Ethiopia: Large-Scale Food Fortification • Ethiopia: Workforce Nutrition • Uganda: Workforce Nutrition • Mozambique: Animal Source Foods (final including independent evaluation results)	September 2027 September 2027 September 2027 September 2027 September 2027
Virtual "sense-making" workshops held with GAIN and MFA representative to review and provide input to findings to recommendations	28 June 2027; 11 October 2027
Final report	18 October 2027
Presentation slides (including a standalone summary slide) presenting the findings	18 October 2027

BUDGET

The budget ceiling is set at $100,000 USD. Budgets will be assessed based on value for money with any budget efficiencies considered positively, without compromising on quality. Budgets should include travel costs to at least 4 of the 6 countries and justify the balance and number of in-person versus remote interviews. Remote interviews are acceptable for GAIN and MFA global staff.

CONTRACT GOVERNANCE

The Agreement is expected to run from February to October 2027. During this period, regular monthly check-in meetings will be arranged with the service provider, and performance will be monitored based on the agreed deliverables by an Evaluation Reference Group comprised of GAIN and Dutch Ministry of Foreign Affairs staff members.

PAYMENT PROFILE

Payment terms are linked to deliverables. Payment shall be made according to an agreed upon payment schedule, subject to completion of the corresponding deliverables and approval of these deliverables by the Evaluation Reference Group.

DEPENDENCIES & CONSTRAINTS

The timeline for this end of grant review is affected by the timings of the independent endline evaluations for the various projects. Monitoring data from the projects will be available prior to the endline evaluations. Draft reports of these evaluations will be ready and shared with the Reviewers as follows:

- July: PASIMA/Vegetables for All, Benin
- August: Vegetables for All, Uganda; ENSAND Nigeria; LSFF Ethiopia;
- September: LSFF Benin; Workforce Nutrition, Uganda; Workforce Nutrition, Ethiopia; Animal Source Foods, Mozambique.

IV. INSTRUCTIONS TO BIDDERS

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

Bidders should read these instructions carefully before completing their submission.

GAIN CONTACT

The following individual is the nominated contact for this RFP.

- Name/role: Mariëlle de Jonge / A1 Programme Lead
- Email address: rfp@gainhealth.org

QUERIES AND CLARIFICATIONS

Bidders are to direct any questions regarding the RFP to the GAIN contact in writing via email by **30th November 2026 – 12 pm CET (noon)**.

- 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 will convey responses to submitted questions and queries to all Bidders so that each is equally informed by **7th December 2026**. Responses will be published on GAIN's website.
- GAIN may amend the RFP documents by issuing notices to that effect to all Bidders and may extend the closing date and time if deemed appropriate.

PREPARING YOUR RESPONSE

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

SUBMITTING YOUR RESPONSE

The Proposal and any accompanying documents must be in English.

Bidders must submit their Proposal by **14th December (12pm CET)** in the following way:

- Email to contact's email address: rfp@gainhealth.org. The subject heading of the email should be **Proposal Submission – A1 End of Grant Review**.

Your submission must include the following:

1. Technical proposal:

- An outline of the different activities to complete this work and methodological approaches addressing the end of grant review set out in this RFP, **not to exceed ten pages**.

- Detailed profiles (qualifications, expertise, relevant experience, etc.) of the agency or individual(s) who will be completing the work, including full names, expertise, relevant research publications, not to exceed two pages per individual/agency.
- A summary of past experience (previous relevant research conducted in the last five years).
- References (name, contact information) to vouch for past work.

2. Financial proposal:

- Financial proposal outlining budget accompanied by a budget narrative communicating value for money.
- Detailed budget (see Notes on Budget below)

3. Signed Offer of Services (see section VI: Offer of Services below)

NOTES ON SUBMISSIONS

- Bidders should not include in their submission any extra information which has not been specifically requested in the RFP for example, any sales literature etc.
- No Proposal may be modified after the deadline for receipt.
- GAIN may request additional information from Bidders to assist further evaluation of Proposals.

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. At the minimum, cost categories should include: staff, travel, operations, sub-contracts (if relevant).
- All rates and prices submitted must be in United States Dollars, and any contract arising from this RFP will be in United States Dollars.
- The budget ceiling is set at $100,000 USD. Budgets will be assessed based on value for money with any budget efficiencies considered positively, without compromising on quality.

NOTES ON EVALUATIONS

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

- GAIN reserves the right to negotiate on the final costs, and the final scope of work of the proposal.
- GAIN reserves the right to limit or include third parties at GAIN's sole and full discretion in such negotiations.
- Bidders should note that GAIN may award a Contract on the basis of the original Bid received and may, at its absolute discretion, undertake any or all of the following processes:
    - shortlisting
    - taking up references
    - undertaking presentations or meetings
    - entering into a dialogue with one or more Bidders.

EVALUATION CRITERIA

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

Technical proposal (40%):

- Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Sections II and III.
- Demonstrate a clear understanding of the technical requirements of this RFP.
- Proposal provides a detailed technical documentation of the proposed strategy, including the creative and methodological approaches required to implement each of the part of the scope of work.
- Proposal shall include a feasible workplan to ensure successful completion of deliverables. The workplan details how activities will be coordinated.
- Proposal shall identify possible challenges and include creative approaches to addressing them.

Detailed budget and value for money of proposed approach (30%):

- Breakdown the budget line by line on cost categories as described above (Notes on Budget).
- Evidence of value for money in the methodological approaches to undertaking the scope of work within the proposed budget.

Experience and team composition (30%):

- 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.

Bids will be evaluated not only on technical and commercial criteria listed above, 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.

V. TERMS & CONDITIONS

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

JURISDICTION

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

LATE PROPOSALS

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

DISCLAIMERS

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

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

GAIN reserves the absolute right to:

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

ACCEPTANCE OF PROPOSALS

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

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

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

- amend the terms and conditions of the procurement process
- cancel the evaluation and award process at any stage

- require the Bidder to clarify its Proposal in writing and/or provide additional information. Failure to respond adequately may result in the Bidder not being selected.

AMENDMENTS

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

VALIDITY OF PROPOSALS

Proposals submitted in response to this RFP are to remain valid for a period of not less than 60 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 in to preparing a tender response, and we try to ensure that feedback is provided to all unsuccessful Bidders.

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

INCONSISTENCIES AND OMISSIONS

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

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[2]	

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	

[2] 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.

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

ANNEX 1: OVERVIEW OF THE A1 PROJECTS

In this Annex, we provide an overview of the different projects under A1. More information can also be found under https://www.gainhealth.org/programmes/key-projects/a1-transforming-food-systems-improve-diet-quality-and-resilience-most.

Country	**Project**
Benin	Vegetables for All/PASIMA Large Scale Food Fortification (LSFF)
Ethiopia	Better Dairy for All Large Scale Food Fortification (LSFF) Workforce Nutrition
Kenya	Vegetables for All
Mozambique	Animal Source Foods
Nigeria	ENSAND 2.0 (vegetables & rice fortification)
Uganda	Vegetables for All Workforce Nutrition
Global and cross-cutting projects	Global and cross-cutting projects: • Business Model Research (BMR): Body of knowledge on nutrition positive business models that reach poor developed, understood, and scaled by governments and development partners • Scaling Up Nutrition Business Network (SBN): Improved Business Practices for Nutrition through SBN networks • Nutritious Food Financing Facility (N3F): Investors increase their level of nutrition-positive investments, making more funding available for SMEs • Resilient Markets: Informal food market food and nutrition security agenda shared in global fora and with cities • Nutrition Connect & IFSS: Knowledge mobilisation for more effective public-private engagement for nutrition • Food Culture Alliance: support to in-country implementation of sociocultural strategy to increase demand for nutritious foods • Workforce Nutrition Alliance: 1) increased number of workforce nutrition programmes that enable access to nutritious and safe foods for workers and their communities; 2) increased awareness and demand among employers for workforce nutrition and 3) Increased governance, incentives, and guidance for employers to act and improve on workforce nutrition

	• Global Fortification Models: Learning from programmatic approaches and partnerships in fortification to strengthen global advocacy and business models and innovations in countries • National planning, partnerships and engagement: Food systems actors see their role in and take actions that support healthier diets • Youth and Food Systems: A stronger, more mobilised community of young people engaged in food systems transformation • Social Protection: Increased availability and affordability of nutritious foods via Social Protection programmes • Food Systems Dashboard and Countdown to 2030 Report: More effective data-based actions and policies and projects taken by governments, businesses and civil society to advance the transformation of food systems • Environment: Effective action for transforming food systems for both nutrition and environment contributes to healthier and sustainable diets • Dutch Engagement: A strong Dutch diamond network in support of the global food and nutrition security agenda • Post UN FSS agenda supported to ensure effective public and private sector action for food systems transformation Cross-cutting and south-south learning projects • Nutrition Impact at Scale (cross-cutting) • Children and Food Systems (cross-cutting) • Communications (cross-cutting) • Programme monitoring (cross-cutting) • Large-scale food fortification (India, Tanzania) • Biofortification (Tanzania, Pakistan) • Adolescent Nutrition (Indonesia) • Affordability and Analytics (cross-cutting)

ANNEX 2: OVERVIEW OF DOCUMENTS TO BE REVIEWED

Please note that this list is not final and may still change. Other documents can be obtained upon request.

CATEGORY	DESCRIPTION	FOLDER NAME	DOCUMENT NAME	DOCUMENT DESCRIPTION / COMMENTS
A. GAIN	GAIN's organisational strategy	N/A	a. GAIN organisational strategy 2023-2027	
			b. GAIN's organisational ToC	
			c. Board report	This board report gives an example of how GAIN reports to the board, how we evaluate our own progress twice a year (June/Dec).
B. Dutch Ministry of Foreign Affairs (MFA)	DIETS strategy	N/A	a. Strategy document for food and nutrition security	
			b. MFA results framework and supporting information	
	Embassy strategies	N/A	c. Relevant Multi-Annual Country Strategy documents for the 6 focus countries	
C. Proposal and Contract	Proposal for A1 grant and grant agreement	N/A	a. Final GAIN Proposal 2022-2026	GAIN proposal sent to MFA in October 2021
			b. Grant decision – 18 November 2021	Original contract
			c. Extension proposal (Costed extension into 2027)	Submitted 25 September 2025
			d. Contract addendum	One-year costed extension of the programme to December 2027
D. Reports and Plans	Inception reports, annual progress		Revised overall Inception Report and Annual Plan 2023	Main document. Submitted 1 May 2023

	reports and annual plans sent to MFA	2022 Inception Reports and 2023 Annual Plan	Annexes	21 Annexes including project plan, results framework, 2023 budget, inception report by country, logic model and project plan by country, inception activities and scoping studies by country.
		2022 Annual Progress Report	Annual Progress Report 2022	Main document. Submitted 1 May 2023
			Annexes from 1b to 4d	10 Annexes including financial report, financial audit report, results framework, inception activities and scoping studies, MEAL plan, and monitoring plan for Kenya, Mozambique, Ethiopia and Nigeria.
		2023 Annual Progress Report	Annual Report 2023	Main document. Submitted 3 May 2024
			Annexes from 1a to 4	6 Annexes including financial report, financial audit report, results framework, monitoring plan for Uganda, and list of knowledge products and publications.
		2024 Annual Plan	Annual Plan 2024 – MFA 1st November 2023	Main document. Submitted 1 November 2023
			Annex I – Results Framework	
			Annex 2 – 2024 Budget	
		2024 Annual Progress Report	Annual Progress Report 2024	Main document. Submitted 1 May 2025
			Annexes	Financial report, financial audit report, results framework
		2025 Annual Plan	Annual Plan 2025	Main document. Submitted 11 November 2024
			Annex I – Results Framework	
			Annex 2 – 2025 Budget	
		2025 Annual Progress Report	Annual Progress Report 2025	Main document. Submitted 1 May 2026
			Annexes	Financial report, financial audit report, results framework

		Extension Request	Extension proposal	Submitted 25 September 2025
		2026 Annual Plan	Annual Plan 2026	Main document. Submitted 2 December 2025
			Annex I – Results Framework	Revised version 22 December 2025
			Annex 2 – 2026 Budget	
		2027 Annual Plan	Forthcoming (December 2026)	
		2026 Annual Progress Report	Forthcoming (April 2027)	
E. Monitoring, Evaluation and Learning (MEL)	MEL documents	MEL Plan	A1 MEL Plan	Updated July 2026
		Research Protocols	Benin	LSFF Vegetables for All
			Ethiopia	LSFF Workforce Nutrition
			Kenya	Vegetables for All
			Mozambique	Animal Source Foods
			Nigeria	ENSAND 1.0 ENSAND 2.0
			Uganda	Vegetables for All Workforce Nutrition
		Baseline Reports	Kenya	Household (HH) Survey Baseline Report Market Actors Baseline report
			Mozambique	HH Survey Baseline Report Market Actors Baseline Report Phone Survey Summery Report
			Ethiopia	Workforce Nutrition Baseline Report
			Nigeria	ENSAND 1.0 (Egg value chain) HH survey report ENSAND 1.0 egg value chain baseline report ENSAND 2.0 Baseline evaluation report
			Uganda	HH Survey Baseline Report Veg vendors baseline Report Workforce Nutrition Baseline Report
		Midline Reports	Kenya	Kenya midline report (process evaluation)

			Mozambique	Mozambique midline report (process evaluation)
		Endline Reports	Kenya	Vegetables for All Endline Report (Impact evaluation)
			Other countries/projects	Forthcoming (2027): July: PASIMA/Vegetables for All, Benin August: Vegetables for All, Uganda; ENSAND Nigeria; LSFF Ethiopia; September: LSFF Benin; Workforce Nutrition, Uganda; Workforce Nutrition, Ethiopia; Animal Source Foods, Mozambique
		Learning Agenda	Learning Agenda for GAIN's A1 Programme	(in the MEL plan but further elaborations by country available)
		Third Party Monitoring	Independent monitoring reports for the different projects	Will be shared where relevant
		Theory of Change and Logic Models	A1 ToCs & Logic Models	Overarching at the portfolio level and for each country-project
F. Project Closure Reports	GAIN internal end of project reports, serving as a basis for an end of grant report due in 2028	Project Closure Reports (GAIN internal)	- Affordability and Analytics - Business Model Research Hub - Better Dairy for All, Ethiopia - Dutch Engagement - Resilient Markets - Sun Business Network - Workforce Nutrition Global	
G. Mid-Term Review	Portfolio mid-term review	Mid-term Review	- Final Report - Summary Slides - GAIN Management Response	
H. CASCADE	Relevant project documents linked to CASCADE project and A1-CASCADE	CASCADE	- CASCADE proposal - CASCADE Theory of Change - Geographic overlap between A1 and CASCADE - overview	Other documents to be confirmed with CASCADE team
I. Internal Review	Pause and reflect		Summary Findings of the Pause & Reflect exercise for various projects	Example of ongoing project improvement across all projects, entailing comprehensive data gathering followed by facilitated workshops for each project. Will share a few examples where relevant.