

REQUEST FOR PROPOSALS

**TO ASSESS CAPACITIES REQUIRED TO IMPLEMENT NUTRITION-SENSITIVE
AGRICULTURAL INTERVENTIONS AND DEVELOP A STRATEGY FOR BUILDING
IDENTIFIED CAPACITIES**

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

I. PROJECT BACKGROUND AND SCOPE OF WORK

ABOUT GAIN

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, we aim to transform food systems so that they deliver more nutritious food to all people.

GAIN's work to improve the consumption of safe and nutritious food is based on three interlinked strategic objectives:

1. to improve the demand for safe, nutritious foods;
2. to increase the availability of nutritious foods and enhance the nutritional value of foods; and
3. to strengthen the enabling environment to improve the consumption of safe, nutritious foods.

We build alliances between governments, local and global businesses, and civil society to deliver sustainable improvements at scale. We are part of a global network of partners working together to create sustainable solutions to malnutrition. Through alliances, we provide technical, financial and policy support to key participants in the food system. We use specific learning, evidence of impact, and results of projects and programmes to shape and influence the actions of others.

Headquartered in Geneva, Switzerland, GAIN has representative offices in Denmark, The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

1. BACKGROUND

Agriculture is considered a prime candidate for nutrition-sensitive programming because a large share of the malnourished resides in rural areas, and because agriculture is the source of food and other ecological services. The various ways through which agriculture can achieve nutrition sensitivity include agriculture as a direct and indirect source of food at household level; agriculture and trade policy as a driver of food prices; and agriculture as an entry point for enhancing women's control over resources, knowledge, and status.

The Federal Ministry of Agriculture and Rural Development (FMARD) with support from the Global Alliance for Improved Nutrition (GAIN) therefore developed the Nigerian Agricultural Sector Food Security and Nutrition Strategy (AFSNS) 2016-2025. The purpose of the AFSNS is to guide the activities of FMARD, States' Ministries of Agriculture (SMA) and the wider agricultural sector in Nigeria, to improve nutrition, and to support effective advocacy for mobilization and allocation of resources required for the agriculture sector nutrition interventions. The AFSNS has been domesticated in three states – Kaduna, Kano, and Lagos, with funding from the Bill and Melinda Gates Foundation (BMGF).

An assessment of the readiness of the Nigerian agriculture sector to implement nutrition-sensitive agriculture, including the AFSNS, however found that both institutional and individual capacities were weak, despite strong interest and willingness to act (MQSUN, 2016). A process for building the capacity of staff of the FMARD Nutrition and Food safety Division was therefore initiated to facilitate the implementation of the AFSNS. The process consisted of a 'Training of Trainers' approach for staff of the Nutrition and Food Safety Division and other nutrition focal persons in FMARD's departments and agencies with a view to engaging them as trainers for step down trainings. The training content and modules were developed based on the findings from an assessment of existing knowledge of prospective participants on basic nutrition and how the agriculture sector can contribute to improving nutrition. Although the knowledge about nutrition and how the agriculture sector can contribute to improving nutrition increased after the training, it was not enough for the participants to be used as Trainers. The participants also admitted that the materials were too much to assimilate at once and should therefore have been broken into manageable chunks to achieve assimilation.

Based on the feedback from the participants, training materials were revised, and two batches of state level trainings were held for nutrition focal persons from the health and agriculture sectors to foster cross-sectoral collaboration in programme implementation. In a study carried out to assess the usefulness of the trainings carried out so far, it was found that the knowledge gaps were larger than had been anticipated despite the initial assessment of the knowledge base of the participants prior to the training, and that perceptions of nutrition as a health issue is subconsciously entrenched, and it will require more than a training to change it. As was the case for the Federal level training, participants' knowledge about nutrition and nutrition-sensitive agriculture increased for the state level training, but the increase in knowledge did not appear likely to translate to appropriate changes in practice.

The conclusion was that there is a need to adjust the approach to capacity development for the implementation of nutrition-sensitive agriculture in Nigeria and give priority to changing perceptions about nutrition and the role of agriculture, before attempting to integrate nutrition into agricultural practice. Specifically, the need for a Nigeria Agriculture Sector Nutrition Workforce Strategy was identified. Key steps, agreed after consultations, for developing the Workforce Strategy include:

1. Identify the policies and programmes needed to support the implementation of the AFSNS (as part of a theory of change), including the current landscape of policies and programmes and how they could best foster the government's desired objectives for the sector.
2. Determine which capacities (individual, organization, systems) are needed by government authorities (FMARD, state, LGAs) to implement those policies and programmes across the sector and across levels.
3. Develop a workplan (strategy and implementation plan) to develop and strengthen those capacities.

The Workforce Strategy must take the federal structure of the Nigerian government into account. The federal government does not implement agricultural programs; rather, the federal government develops policy, and the states and local governments implement it, after going through a process of adaptation. One interesting aspect of this process is that states do not generally participate in the development of the policy document. They are presented a near-final draft at annual sector meetings, which they then review and "adopt." States extract the policy thrusts they are interested in and develop their own programs to implement the policy. States will only implement a national program if the federal government has created a special intervention fund for the program and provide resources in cash or in kind to the states.

As part of the process of implementing the AFSNS, each state must take the AFSNS and "domesticate" it – essentially, they must produce a separate version of the AFSNS specific to the vision and needs of each state. FMARD has a budget for its programs under AFSNS, but implementation is done by the states and the lower levels of government decide if, and how much, they want to spend on the issue. It is unclear how much control the federal government can exert over actions, and how funding levels are determined.

Clearly, in this situation, effective development, and implementation of the Workforce Strategy must understand and reflect each state's "domesticated" AFSNS and focus on the specific, relevant capacity needs of states and local governments as suggested by the state's AFSNS. The federal level, however, continues to be an important piece of the overall puzzle, because it provides most of the technical thinking behind policy thrusts, and a large portion of the technical assistance to support even the state-level policy. Thus, the Workforce Strategy must address capacity issues at federal, state, and local level, to be effective. Any materials developed, such as training materials, must be developed so that others beyond FMARD can use them. Lagos, Kano, and Kaduna are the three states that have now "domesticated" the AFSNS. There is also an opportunity to include a fourth state, Yobe, where the AFSNS has not been domesticated. This is due to the interest expressed by donors and partners in collaborating on this work. Most of these entities have established presence in Yobe through ongoing programmes and projects, which could provide entry points for the conduct of capacity assessment and

pilot of the strategy and materials¹.

Funding flows can also be a constraint. Often annual funding for programs does not get released early in the year, but the funds need to be spent by end of the calendar year. Therefore, there can be a rush of activities in these last months. FMARD may look to partners to implement programs, then, rather than doing the work itself. One avenue to try to smooth spending and have greater continuity in programming may be to consider developing and implementing the Workforce Strategy with development partners or NGOs. The partnership arrangements and the shape of funding flows may need to be considered in development of the Workforce Strategy.

2. SCOPE OF WORK AND DELIVERABLES

2.1. OBJECTIVES

GAIN Nigeria seeks an implementing partner (an organization) who will work closely with GAIN and its partners to assess capacities needed to implement nutrition-sensitive agricultural interventions and develop a strategy for building identified capacities (Workforce Strategy), vis-à-vis the background to the Workforce Strategy development.

As part of the steps for the development of the Workforce Strategy, a stakeholder consultation was held in January to compile lessons from ongoing agricultural interventions and consolidate priorities of the agriculture sector at federal level and for Kaduna, Kano, and Lagos States. The outputs of the workshop include:

- Agricultural sector priorities from the AFSNS that also align with recently developed National Food Systems Transformation Pathways
- List of agricultural interventions and programs being implemented by FMARD, Kaduna, Kano, and Lagos State Governments and their stakeholders and partners.
- Strengths, weaknesses, opportunities, and threats of ongoing interventions/programs.
- Systemic, organizational, and individual capacity needed to address weaknesses and threats.

Building on these outputs, the implementing partner will carry out the following tasks:

1. Assess each agricultural intervention/program supported by FMARD and each of Kaduna, Kano, and Lagos State Governments, and document the components and activities of each intervention/program as well as a detailed SWOT of each intervention/program.
2. Identify the entry points for integrating nutrition into each of these interventions/programs, drawing from key recommendations for mainstreaming nutrition into agriculture and the AFSNS.
3. Determine the systemic, organizational, and individual capacity required to successfully integrate nutrition into each intervention/program, while also addressing intervention/program weaknesses and mitigating the impact of threats.
4. Develop a pragmatic, validated strategy for building the required capacity.
5. Develop guidance and tools for implementing the Strategy, by adapting existing guidance and tools to the local context.
6. Pilot implementation of the Strategy in selected states and document outcomes and necessary revisions to the Strategy.

¹ The successful candidate from this RFP will be contacted by the interested partner and provided with a separate, detailed terms of reference for expanding the work to Yobe State, using the same timeline as for the three other states.

2.2. DELIVERABLES

Table 1: Scope of Work: Activities, Deliverables to GAIN and Timelines Applicable to each State and FMARD

Activities	Deliverables	Timeline
Assess each agricultural intervention/program supported by FMARD and each of Kaduna, Kano, and Lagos State Government, and document the components and activities of each intervention/program as well as a detailed SWOT of each intervention/program	Report for each of FMARD, Kaduna, Kano, and Lagos States documenting interventions/programs and SWOT	5 May 2023
Identify the entry points for integrating nutrition into each of these interventions/programs, drawing from key recommendations for mainstreaming nutrition into agriculture and the AFSNS	Report detailing and diagramming pathways through which interventions/programs (individually or in groups) can improve nutrition	20 May 2023
Determine the systemic, organizational, and individual capacity required to successfully integrate nutrition into each intervention/program, while also addressing intervention/program weaknesses and mitigating the impact of threats	Report of capacity needs assessment	5 June 2023
Develop a pragmatic, validated Strategy for building the required capacity	Capacity/Workforce Development Strategy	01 July 2023
Develop guidance and tools for implementing the Strategy, by adapting existing guidance and tools to the local context	Guidance documents and tools	31 July 2023
Pilot implementation of the Strategy and accompanying guidance and tools in selected states and document outcomes and necessary revisions to the Strategy	Report of Strategy pilot and outcomes Report of pilot trainings using adapted tools	30 September 2023

Potential implementing partners are invited to submit a proposal that outlines their approach to completing all of the activities and deliverables.

II. INSTRUCTIONS FOR RESPONDING

This section addresses the process for responding to this solicitation. Applicants are encouraged to review this section prior to completing their responses.

1. MINIMUM ELIGIBILITY CRITERIA

- Must be a Civil Society Organization (CSO) including Business Members Organizations (BMOs), Local Community Based Organizations (CBOs), Faith Based Organizations (FBOs) and Private for- Profit Organizations with valuable experience in capacity needs assessment and capacity strengthening, especially in the development sector.
- Must operate as an independent, non-politically affiliated organization.
- Must be a registered legal entity in Nigeria, as applicable, at least one year prior to the submission.

2. CONTACT

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to Chioma Doris Nnabugwu: cnnabugwu@gainhealth.org.

3. BUDGET

Applicants are required to provide an illustrative budget in Naira, in a separate document. The final budget will be elaborated as the scope of the assessment is clarified and as part of the contracting process. The budget submitted with this proposal should include (i) justification of overall value for money, (ii) a comprehensive budget justification which should be presented for each category of costs including: personnel, cost of travel, including subsistence allowances, consultants, meeting/workshop, overhead if applicable, and miscellaneous expenses. All prices/rates quoted must be inclusive of all taxes as required.

4. FORMAT FOR PROPOSAL

The proposal should be attached as two separate documents:

1. Technical proposal outlining the methodology, and processes, as well as summary profiles (qualification, expertise, relevant experience etc.) of the organization and individuals who will be completing the work, including their full names, their expertise, and past experience.
2. Financial proposal outlining budget accompanied by a budget narrative (as above).

5. SUBMISSION

Proposals should be in English and submitted in electronic copy to nquotation@gainhealth.org, copying Chioma Doris Nnabugwu (cnnabugwu@gainhealth.org) and Dr Adeyinka Onabolu (aonabolu@gainhealth.org). Please include "Capacity Needs Assessment and Strategy Development" in the subject line.

6. DEADLINE

Completed proposals should be submitted electronically before 23:59 PM West African Time (WAT) on 20 March 2023.

7. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

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

8. REVISIONS

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

deadline.

9. ACCEPTANCE

GAIN will not necessarily accept the lowest cost proposals submitted; eligibility requirements, evaluation criteria and mandatory requirements shall govern the selection process.

10. GUIDANCE FOR COMPLETION

- Written in English and in 10-point Arial font; maximum of 4 pages.
- Narratives should be prepared in Microsoft Word with print areas set to 8.27 x 11.69-inches, A4-sized paper, and one-inch margins, left justification, and a footer on each page including page numbers, date of submission, and organization name.
- Spreadsheets should be prepared in Microsoft Excel with print areas set to 8.27 x 11.69-inches, A4-sized paper.
- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed electronically by a principal or authorising signatory of the lead firm or organisation.
- Applicants must submit evidence of prior or related work on the concept being proposed and evidence that demonstrates the effectiveness of the approach. GAIN is interested in establishing that applicants have already been working in this area and have some research experience and knowledge that reduce the chances of failure.
- In case of errors in calculating overall costs, the unit costs will govern.
- It is the applicant's responsibility to understand the requirements and instructions specified by GAIN.
- In the event that clarification is necessary, applicants are advised to contact GAIN prior to making their submission.
- While GAIN has used considerable efforts to ensure an accurate representation in this Request for Proposal (RFP), the information contained in this RFP is supplied solely as a guideline. The information is not warranted to be accurate by GAIN. Nothing in this RFP is intended to relieve applicants from forming their own opinions and conclusions with respect to the matters addressed in this RFP.
- By responding to this RFP, the applicant confirms its understanding that failing to comply with any of the RFP conditions may result in the disqualification of their submission.

11. RIGHTS OF REJECTION

GAIN reserves the right to reject any or all submissions or to cancel or withdraw this RFP for any reason and at its sole discretion without incurring any cost or liability for costs or damages incurred by any applicant, including, without limitation, any expenses incurred in the preparation of the submission. The applicant acknowledges and agrees that GAIN will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.

12. REFERENCES

GAIN reserves the right, before awarding 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.

13. RELEASE OF INFORMATION

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

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

14. SUMMARY OF DEADLINES

- Proposal submission deadline: 20 March 2023
- Response from GAIN on acceptance or rejection of proposal: 31 March 2023

III. TERMS AND CONDITIONS OF THIS SOLICITATION

1. NOTICE OF NON-BINDING SOLICITATION

GAIN reserves the right to reject any, and all bids received in response to this solicitation and is in no way bound to accept any proposal. GAIN additionally reserves the right to negotiate the substance of the successful applicant's proposals, as well as the option of accepting partial components of a proposal if deemed appropriate.

2. CONFIDENTIALITY

All information provided as part of this solicitation is considered confidential. In the event that any information is inappropriately released, GAIN will seek appropriate remedies as allowed. Proposals, discussions, and all information received in response to this solicitation will be held as strictly confidential.

3. RIGHT TO FINAL NEGOTIATIONS ON THE PROPOSAL

GAIN reserves the right to negotiate on the final costs, and the final scope of work of the proposal. GAIN reserves the right to limit or include third parties at GAIN's sole and full discretion in such negotiations.

4. EVALUATION CRITERIA

Proposals will be reviewed by the Selection Team. The following indicate a list of the significant criteria against which proposals will be assessed. This list is not exhaustive or 100% inclusive and is provided to enhance the applicants' ability to respond with substance.

Applicants are required to submit the following information, conforming to the guidelines given in this section:

- Understanding of the scope of work:
 - Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section I.
- Demonstrate a clear understanding of the technical requirements of this RFP:
 - Providing detailed technical documentation of the proposed strategy.
 - Evidence of experience delivering solutions in similar kind of projects
- Comprehensiveness of work plan and reasonableness of proposed time frame:
 - Proposal shall include a feasible work plan to ensure successful completion of deliverables.
 - The work plan details how activities will be coordinated.
- Budget and cost-effectiveness of proposed approach:
 - Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
 - Proposal shall identify possible challenges and include creative approaches to addressing them.
- Management and personnel plan:
 - The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
 - Roles and responsibilities of each team member shall be clearly defined. GAIN shall have one main contact person clearly identified in the proposal.

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

5. REVIEW PROCESS

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

6. LIMITATIONS WITH REGARD TO THIRD PARTIES

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

7. COMMUNICATION

All communication regarding this solicitation shall be directed to appropriate parties at GAIN. Contacting third parties involved in the RFP, the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the proposal.

8. FINAL ACCEPTANCE

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

9. VALIDITY PERIOD

The offer of services will remain valid for a period of 60 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter into a contract subject to GAIN's terms and conditions.

10. INTELLECTUAL PROPERTY

Subject to the terms of the contract to be concluded between GAIN and the applicant, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, source code and specifications developed by the applicant in performance of the contract shall vest entirely with GAIN.

11. SCOPE OF CHANGE

Once the contract is signed, no increase in the liability of GAIN or in the fees to be paid by GAIN for the services resulting from any change, modification or interpretation of the documents will be authorised or paid to the applicant unless such change, modification or interpretation has received the express prior written approval of GAIN.

IV. OFFER OF SERVICES

1. Offer submitted by:

(Print or type business, corporate name, and address)

2. I (We) the undersigned hereby offer to GAIN, to furnish all necessary expertise, supervision, materials, and other things necessary to complete to the entire satisfaction of the Executive Director or authorised representative, the work as described in the Request for Proposal according to the terms and conditions of GAIN for the following prices:

- a. Click or tap here to enter text.
- b. Click or tap here to enter text.
- c. Click or tap here to enter text.
- d. Click or tap here to enter text.

3. 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.

4. I (We) herewith submit the following:

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

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

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

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

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