

## REQUEST FOR EXPRESSIONS OF INTEREST

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### **PARTNER**

### **PROJECT: DEVELOPING A BUSINESS CASE FOR INVESTING IN WORKFORCE NUTRITION PROGRAMMES**

**Issued by**

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

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## **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 for 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.

GAIN's Workforce Nutrition programme aims to improve the health of workers and farmers in low- and middle-income countries or communities through work-centred nutrition programming. Specifically, GAIN has worked with partners in various sectors but predominantly in the garment, tea and cocoa supply chains and in various locations in Africa (Kenya, Tanzania, Mozambique, Ethiopia and Nigeria) and South Asia (Bangladesh, India, Indonesia, Pakistan). The programmes focus on improving the access to and demand for nutritious and safe foods towards healthier diets generally. We do this by using existing business structures as entry point (workplaces or supply chains), recognizing that employers, buyers and brands in supply chains can play an important role in improving workers' diets. In Bangladesh, for instance, iron-fortified rice and other menu improvements in garment factory mid-day meals as well as the provision of iron-folate supplements for women led to [significant declines in anaemia](#).

The programme builds [on evidence](#) which shows that employers also benefit from effective workforce nutrition programmes: iron deficiency, low or high-body mass indices, and hypoglycaemia from skipped meals all lower work capacity or productivity. Providing healthy and varied food choices has been shown to reduce the risk of non-communicable diseases and provide enough energy and nutrients to perform tasks: this in turn reduces rates of accidents and absenteeism, increases productivity, and decreases mistakes. In addition, workplace breastfeeding support programmes have been shown to reduce absenteeism rates from various office settings in the United States. Although there are a number of studies conducted on worksite nutrition programmes, most come from high income countries, and very few have been able to estimate convincing or reliable measures on productivity outcomes, nor return on investment estimates. For example, absenteeism, a standardized productivity metric across many industries is easily measured but can be difficult to attribute to the longer-term nutrition outcomes of healthy eating. And very little has been done to study business outcomes of nutrition investments among supply chain workers, where the access to good nutrition is often constrained by low wages- and hence the benefits potentially quite large.

Businesses in supply chains are increasingly recognizing the importance of the health and well-being of workers in maintaining quality supplies. Accountability mechanisms like the World Benchmarking Alliance and the Access to Nutrition Initiative have included indicators on workforce nutrition that put more responsibility on businesses to take

action. For many companies, this work also aligns well with the reporting on environmental, social and governance (ESG) standards where topics like workers health and nutrition, and ethical treatment of supply chains workers are included under social sustainability standards alongside living wages and gender empowerment.

A credible and compelling business case would go a long way to further incentivize workforce nutrition programming. Yet a clear case to justify a company's financial investment in workers nutrition is still lacking in most industries, work sectors and geographies. GAIN and its partners seek the development of a 2-3 business cases (financial return on investment studies (ROI), cost benefit analyses, social return on investment studies, e.g) in selected (but yet to be determined industries) to incentivize investment in both employee nutrition but also nutrition of supply chain workers. In addition, and as part of this project, we seek to develop and recommend standardized metrics of meaningful productivity indicators that businesses can trust and reliably measure.

The [Workforce Nutrition Alliance](#) (WNA), co-led by GAIN and the Consumer Goods Forum (CGF) has been supporting companies to implement workforce nutrition programmes. Under the WNA's support, a number of companies are interested in collecting data on business outcomes for their own internal accountability as well as to share them openly for wider learning on social sustainability benchmarks like workforce nutrition. Where evidence of strong programme theory and delivery exists, these companies can be considered for sector-specific business case studies using the proposed research approach developed through this project.

#### **OBJECTIVES FOR WORK SOUGHT THROUGH THIS PROJECT**

With this request GAIN seeks a partnership with a business school, business school affiliates, or well-respected business consultancy service who will work closely with GAIN's Knowledge Leadership team and GAIN's Workforce Nutrition team to develop a few select and strategic business cases for investing in worker nutrition programmes. We envision this role as thought partner, drawing on evidence and experience in developing business cases from high quality empirical data. It is anticipated that this work will take at least 6 months for Phase One (inception) and up to 2 years for Phase Two (Implementation). Phase Two will be funding dependent.

The specific objectives to be addressed by this Project are as follows:

Phase One (Proposal Development):

1. Conduct a **desk review** of available literature on the investment case for improving the nutritional status of workers, drawing from the business literature, company reports, and grey literature as much as possible. This should not duplicate existing literature reviews from GAIN which focus on the public health literature (search terms can be shared) and should cover sectors which have the greatest interest in a business case. Produce a public report on the same in an agreed format and site.
2. Agree with GAIN and its partners, important and essential elements of a workforce nutrition business case including: key results, benchmarks and targets; methods and approaches (e.g. ROI, modelling); recommended metrics, and accepted limitations to pending studies.
3. Identify with GAIN and its partners, 2 to 3 and key industries and workforce sectors from which return on investment studies could be conducted with reliable results. Strong programme theory and delivery with the potential for impact will be included in selection criteria.
4. Develop **proposals** on the overall approach, methods, timelines and resources needed to develop a robust business case on workforce nutrition in **each** identified context. The approaches should be strategic in terms of targeting industries interested in a sound business case and where the potential for future investments is likely across the sector. The business case should speak to their interests and needs.
5. Support GAIN and/or its partners to liaise with companies and other interested partners to get their engagement and buy-in to the proposals developed.

Phase Two (Implementation):

6. Conduct mutually agreed upon and as-funded research in close collaboration with GAIN, CGF and the identified businesses willing to participate and share their data. The number and selection will be funding dependent. These are likely to be implemented over the course of the next 1-2 years.
7. Identify and test, within the scope of research, recommended or proposed standardizable metrics for productivity as well as pathways for other business relevant outputs, immediate and intermediate and outcomes.
8. Develop a number of business case studies as agreed in the proposal development phase, including industry-specific cases in various peer-reviewed and other agreed forms of literature.

## **II. SCOPE OF WORK**

The successful applicant shall provide the following services:

- Conduct a thorough desk review of available information and evidence, drawing from the literature generally accepted in the business community. Publish a report.
- Regularly meet with GAIN's WFN and KL team, and selected partners (steering committee) as part of a collaborative effort, including a kick off meeting
- Contribute to thought leadership for the approach and work bringing in relevant business-minded approach
- Work with GAIN and partners on the determination of agreeable, meaningful and standardizable business outcome measures.
- Assess with GAIN, programme approaches and their potential for impact ahead of determining their evaluability for a business case
- Develop business case proposals in 2-3 strategic selected settings and industries
- When and if proposals are funded, support or oversee (as agreed with GAIN) primary data collection, quality assurance, and data entry, cleaning, management and analyses conducted if primary data are collected. This may depend on the business partner and their willingness to have external bodies collect data, or if they will share data already collected. Regardless assessment of data quality will be important.
- If relevant, identify a local research partner (business school or other) to support conducting research in particular countries, obtain all relevant ethical approvals, access and data collection permissions as appropriate, e.g., government approvals.
- For primary data collected, ensure that GAIN receive raw and clean datasets, accompanying codebooks, and syntax and output of all data analyses. If quantitative data are collected, data documentation must be provided using Nesstar2.
- Identify opportunities for and lead in collaboration with GAIN peer-reviewed papers about business cases, approaches, methods, and similar.
- Support the dissemination of business case reports

## **III. INSTRUCTIONS FOR EXPRESSION OF INTEREST**

This overall partner selection process will be managed in a 2-stage process. This initial expression of interest must be based on the information available in this request for EOIs only and does not represent a commitment to submit a full proposal should the additional details modify the interest. For those selected to submit a full proposal, no funding will be made available from GAIN for this process. GAIN anticipates inviting 2-3 EOIs to submit a full proposal. The decision will be based on understanding of the task, viability and innovation of proposed approach, and composition of the team.

For the expression of interest, we request a response of no more than 2 pages containing at least the following information:

1. Clear explanation of the bidder's understanding of the role of the proposed research partner
2. Brief overview of proposed approach to meeting the stated objectives
3. Overview of approach to working in collaboration with GAIN

4. One paragraph capacity statement outlines key proposed team members and overview of relevant experience
5. Brief overview of anticipated illustrative costs for both phases of the project.

#### **CONTACT AND INQUIRIES**

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the GAIN email address: [rfp@gainhealth.org](mailto:rfp@gainhealth.org). Queries sent by **May 27, 2022 at 5:00pm EST** will be responded to via online under the EOI announcement by **June 1, 2022**. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

#### **SUBMISSION**

Expressions of Interest should be in English and submitted in electronic copy to the following e-mail address: [rfp@gainhealth.org](mailto:rfp@gainhealth.org). Please include **Eol: Workforce Nutrition Business Case Research** in the subject line.

#### **DEADLINE**

Completed Expressions of Interest should be submitted electronically to GAIN **before 5:00 pm EST on June 10, 2022**.

#### **EXPRESSIONS OF INTEREST WILL NOT BE REVIEWED OR CONSIDERED IF:**

- received after the deadline at the specified receiving office.
- received by fax.
- Incomplete as per sections noted above.
- not signed.

#### **RIGHTS OF REJECTION**

GAIN reserves the right to reject any or all submissions or to cancel or withdraw this EOI request 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.

#### **SUMMARY OF DEADLINES**

9. Queries to be submitted by: May 27, 2022
10. Response will be disseminated on the website by: June 1, 2022
11. Expression of Interest submission deadline: June 10, 2022
12. Response from GAIN on acceptance or rejection of selected Eols: June 17, 2022
13. Anticipated deadline for full proposal from selected Eols: July 8, 2022
14. Anticipated award of contract: August 1, 2022

## **IV. TERMS AND CONDITIONS OF THIS SOLICITATION**

#### **NOTICE OF NON-BINDING SOLICITATION**

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

### **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.

### **RIGHT TO FINAL NEGOTIATIONS (FOR FINAL 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.

### **EVALUATION CRITERIA FOR REVIEW OF EOI**

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:

- Technical quality of proposal **40%**
  - Clear articulation of the respondents understanding of the scope of work and objectives
  - Proposed collaborative approach for meeting the 4 stated objectives
- Team profiles and experience **50%**
  - Demonstrated expertise and prior experience in the developing of business cases
  - Composition of research team
  - Demonstrated capacity working in sub-Saharan Africa and South Asia
- Budget **20%**
  - Total budget
  - Value for money

**AS PART OF THE SELECTION PROCESS, GAIN RESERVES THE RIGHT TO REQUEST CLARIFICATIONS AND FURTHER DETAILS FROM ONE OR A SHORT LIST OF FINAL RESPONDENTS.**

### **REVIEW PROCESS**

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

### **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.

### **COMMUNICATION**

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

### **FINAL ACCEPTANCE**

Award of an EOI 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.

***VALIDITY PERIOD***

The offer of services will remain valid for a period of 60 days after the Request 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.

***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.

***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.