

REQUEST FOR PROPOSALS

MAY 2023

BOARD CHAIR

Issued by

The Global Alliance for Improved Nutrition (GAIN)

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. In particular, we aim to make healthier food choices more desirable, more available, and more affordable. GAIN’s mission is to advance nutrition outcomes by improving consumption of nutritious and safe food for all people, especially the most vulnerable to malnutrition.

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.

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

BACKGROUND TO THE RFP

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP.

The purpose of this RFP is to engage the services of an experienced search firm that will identify, assess and propose high-quality candidates for the role of **Board Chair**. The term of the current Chair ends in May 2024, and we would like to appoint a successor with the necessary experience, knowledge and skills to take over the position. The new Chair’s term will run for an initial term of 3 years, as set out in our [Statutes](#) and [By-Laws](#), renewable thereafter for a further period of 3 years.

The GAIN Board seeks to promote diversity, equity and inclusion in its membership. It is committed over time to achieving membership where at least half of the voting members were raised in and/or have significant work experience in the Global South, and membership that is at least half female. As such, we hope to engage the services of a search firm that has a global presence and a thorough understanding of diversity, and who can conduct a search internationally, with specific focus on our areas of work in Africa and Asia.

We hope to attract an individual with exceptional accomplishment in the private or public/not for profit sectors - preferably in both – and that will find resonance in GAIN’s mission and core values. The Chair will have strong strategic skills to help guide the organisation’s positioning and excellent

convening power to help build partnerships as and where needed. In addition, the Chair will act as an ambassador and the public face of GAIN, in partnership with the Executive Director. Most importantly, they will demonstrate a strong conviction and commitment to GAIN's strategic objectives and cause.

In December 2022, the GAIN Board adopted a [new five-year strategy](#); key areas of strategic focus for the Board will therefore be to support scaling up impact, organisational development and diversifying income. In addition, the Board will need to appoint a new Executive Director during the Board Chair's term. The role is unremunerated and requires a time commitment of 20-25 days per year.

We hope to have identified and appointed the next Board Chair by December 2023, to allow sufficient time for the preparation and handover of the role before their first Board meeting in June 2024. If possible, we would like the new Chair to attend part of the Board meeting in December 2023 as an observer.

There are some 'red lines' in candidate's backgrounds that would result in GAIN not working with an individual, and areas of judgement (in terms of the date and scale of any activities of concern). The Board will discuss this in further detail at their meeting in June and additional guidance may be given before the closing date for submissions.

SCOPE OF WORK AND DELIVERABLES

The successful applicant shall present work that addresses the following:

- Strategic consultation to identify the Board Chair specification, including the experience, knowledge, capabilities and culture of the desired individual;
- A search strategy and process that fulfills our need for a global reach and commitment to diversity;
- Targeted research that is tailored to our criteria and geography.

OBJECTIVES

The objective of this RFP is to appoint an exceptional individual to the role of GAIN Board Chair.

DELIVERABLES

The RFP envisages:

1. A shortlist of exceptional candidates that reflects:
 - a. Our commitment to gender and geographic diversity;

- b. Significant experience in our locations of work;
 - c. Significant career experience in the private and/or public/not for profit sector, and strategic leadership
 - d. Governance experience, preferably in the not for profit sector and with an international Board or equivalent;
 - e. Experience in the food or nutrition sector, although this is preferred and not an essential criteria.
2. Initial interviews with shortlisted candidates, accompanied by an evaluative report and curriculum vitae for each individual.
 3. Detailed background checks and reference reports of selected candidates.

Note that, prior to the deadline (see below), we expect to provide additional guidance on the person specification for the Chair.

INSTRUCTIONS FOR RESPONDING

Contact

Please direct all inquiries and other communications to the contact below. Responses will not be confidential except in cases where proprietary information is involved.

Elizabeth Maddison

Secretary to the Board

Email: Emaddison@gainhealth.org

Budget

Applicants are required to provide GAIN with a detailed fee proposal. The final budget amount will have to be approved by the organisation prior to starting the project. The budget should show the daily rates of consultant(s); number of days per team member; and any other costs. Please do not include VAT – GAIN is VAT-exempt in Geneva from where we expect to issue the contract.

Applicants should note that GAIN is an INGO. Price will not be the sole determinant, but we are price-sensitive and will welcome 'low bono' proposals where quality is guaranteed.

Format for proposals

Proposals should address the following, in no more than six sides of A4:

- a. Proposed search strategy and process, including:
 - i. Evidence of global reach and networks;
 - ii. Examples of similar previous/current Chair searches;

- b. Understanding of the task and organisation;
- c. Relevant skills and experience of the consultant/team and expected time commitment from each team member;
- d. Project plan and timeline;
- e. Any issues anticipated at this stage;
- f. Names of three referees who may be contacted in confidence about similar engagements.

Pricing

Whilst the price of the proposal will be taken into account, GAIN is not obliged to accept the lowest price.

Submission

Originals should be submitted as follows:

One hard signed copy of the Proposal and an electronic copy containing the documents preferably in MS Word along with all the required information including the fee proposal should reach GAIN at the address below:

Email copy: emaddison@gainhealth.org

Hard copy:

Elizabeth Maddison
GAIN
Watchmaker Court
33 St Johns Lane
London
EC1M 4BJ

The envelope needs to be superscripted as:

GAIN BOARD CHAIR SEARCH

Deadline

Completed proposals should be submitted to GAIN **before 17.00 on Monday 19 June.**

Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

Unacceptable

The following proposals will automatically not be considered or accepted:

Proposals that are received after the RFP deadline at the specified receiving office.

Proposals received by fax.

Incomplete proposals.

Proposals that are not signed.

Revisions

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

Acceptance

GAIN will not necessarily accept the lowest cost or any of the Proposals submitted. Accordingly, eligibility requirements, evaluation criteria and mandatory requirements shall govern.

Completion

- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed by a principal or authorising signatory of the lead firm or organisation.
- 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 the responsible person at GAIN under section II. point 1., 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.

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.

References

GAIN reserves the right, before awarding the Proposal, 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.

Release of information

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

Name of the successful applicant.

The applicant's own individual ranking.

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 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.

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 inclusive and is provided to enhance the applicants' ability to respond with substance.

- Understanding of the scope of work. Proposals shall demonstrate:
 - a clear understanding of the project objective and deliverables;
 - a clear understanding of GAIN's Board and governance;
 - a clear understanding of the not-for-profit sector and the context within which GAIN operates.
- Evidence of global networks and the ability to identify candidates with significant experience / knowledge in our key locations of work i.e. Africa and Asia.
- Comprehensive proposed search strategy, process and timeline.
- Evidence of the ability to deliver exceptional candidates at Board Chair level, with strong evidence of diversity.

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

OTHER TERMS AND CONDITOINS

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 RFP, 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 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.

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.

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.

OFFER OF SERVICES

1. Offer submitted by:
2. _____
- 3.
4. _____
- 5.
6. _____
- 7.
8. (Print or type business, corporate name and address)
9. 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:
10. 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.
11. 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.

Signature (applicant)

Date
