

REQUEST FOR PROPOSALS

CONCEPTUALISING A COLLABORATIVE MICRONUTRIENT INNOVATION FACILITY

Issued by
The Global Alliance for Improved Nutrition (GAIN)

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I. PROJECT BACKGROUND AND SCOPE OF WORK

1. 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.

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 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.

2. BACKGROUND

Food systems often fail to sufficiently deliver foods rich in essential vitamins and minerals. The resulting micronutrient deficiencies affect approximately 2 billion people around the world. Both Large Scale Food Fortification (or “industrial fortification”) of food staples, and the consumption of nutrient-enriched crop varieties (“biofortification”) have demonstrably led to better health outcomes such as reductions in birth defects, blindness, and anaemia.

Food fortification is a proven, cost-effective intervention with demonstrable potential to significantly reduce micronutrient deficiencies. In some countries, especially high-income countries, food fortification has played a major role in virtually eliminating certain diseases (such as goitre, pellagra and rickets). Biofortification is a newer intervention, but efficacy data demonstrates its ability to improve child micronutrient status and individual health.

However, neither intervention has reached its full potential. Both would benefit from wider adoption across low- and middle-income countries, including mandatory fortification legislation (see *The Unfinished Agenda*). Implementation is also challenged by practical issues such as (in the case of large-scale): input supply, especially of premixes, capacity of small- and medium-sized staple food producers, monitoring & enforcement capacity, and the lack of a business case for fortification; and (in the case of biofortification) scale-up in the adoption of biofortified seeds among farmers, stronger value chains for biofortified foods, and an improvement in the coverage and quality of delivery of biofortified foods to the target consumers. In both cases, sustained, effective coverage of (bio)fortified foods across a large population remains the overarching goal.

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 services of a Service Provider to develop the concept for a collaborative innovation facility focusing on addressing micronutrient malnutrition. The project would entail an initial research

phase, identifying other similar platforms from the nutrition sector and adjacent sectors which can act as a model, example, or collaborator; and, building on this research, a concept development phase during which the design, structure and approach for the Micronutrient Innovation Facility (MIFA) would be established. The MIFA would seek to bring together like-minded partners whose ambitions and capabilities tackle hidden hunger. The project is led by the GAIN Food Fortification Cluster, so the central focus of the work will be on industrial fortification and scaling up biofortified crops as solutions to micronutrient malnutrition.

3. SCOPE OF WORK AND DELIVERABLES

The successful applicant shall present the ability to conduct research projects and develop strategic concepts, as laid out in the *purpose* above. The ideal candidate would have a strong understanding of both nutrition and the collaborative innovation space, especially regarding new technologies, product innovation, data & digital, and innovative partnerships.

3.1. OBJECTIVES

GAIN is an alliance-builder, working with an array of partners across the public sector, private sector, and civil society in its mission to make nutritious, safe diets available, accessible and desirable to all.

Collaborative innovation models, also known as ‘open innovation’ models, have become a feature of many successful corporate R&D and innovation programs since Henry Chesbrough’s seminal work on the topic in 2003 (*Open Innovation: The New Imperative for Creating and Profiting from Technology*). He called for “a new vision of the innovation process... [that] eagerly seeks external knowledge and ideas, even as it nurtures internal ones, utilizes valuable ideas from whatever source [and] by opening itself up to the world of knowledge that surrounds it...can renew its current business and generate new business.”

Since then, technology advancements have continued at pace, start-ups have multiplied exponentially, and the surrounding ecosystem of venture capital, accelerator programs, incubators and collaborative innovation platforms has broadened. Although this may have begun in the corporate landscape, it has also become a feature of aid & development and philanthropy, with various platforms having been created to facilitate the exchange of knowledge, technology, and ideas.

These platforms often also bring in the technical expertise and academic rigour of scientific / research institutions, universities, students, and other expert groups. Some may attract government or institutional support.

Until now, however, none has had a specific focus on micronutrients and addressing the continued challenge of hidden hunger, in particular through the effective use of industrial food fortification and biofortification.

The proposed Micronutrient Innovation Facility (MIFA) would address this gap and seek to bring together various communities to develop new programmatic solutions and improvements that address micronutrient deficiency through industrial food fortification and biofortification. The coexistence of challenges and opportunities within both industrial fortification and biofortification calls for a combination of “evolutionary innovations” that entail incremental changes building on successes achieved thus far, and “revolutionary innovations” that involve disruptive approaches to fortification and biofortification delivery to challenge the status quo. The MIFA will combine the scientific and research prowess of academia, the influence and implementation capacity of INGOs, the commercial nous of the private sector, the creativity, ingenuity, and entrepreneurial spirit of start-ups, the technological prowess of tech firms (large and small), and the important lubrication provided by finance actors.

Such a platform could be designed both to address specific project ‘briefs’, challenges, or opportunities, or to facilitate the free exchange of ideas between actors with a shared ambition. It would also be equally important to use this as a platform to share past and ongoing innovations in pilot phase from multiple

countries, both within GAIN and from other partners, to ensure that these projects can be taken up and scaled by various actors.

A collaborative innovation approach could focus efforts towards initiatives including (non-exhaustively):

- increased collection, publication, visualization, analysis and use of data.
- ingredient innovation (with a focus on bioavailability, stability and combinability);
- new packaging formats for fortified foods (prioritizing stability) or alternative delivery models; low-cost packaging formats for BOP consumers.
- new products for both industrial fortification or biofortification.
- new business models for fortification
- new analytical devices for micronutrient analysis or combined micronutrient, food safety and quality parameters.
- new partnerships
- new approaches to financing fortification and biofortification
- novel delivery of capacity building to businesses and government
- policy innovations.
- market shaping approaches (for example from loose to packaged oil, consolidation for fortification, e.g., how to scale up central fortification facilities), contract procurement mechanisms between small and large millers etc.
- approaches for scaling up production, aggregation, and traceability of biofortified foods
- approaches for procurement and improving reach of biofortified foods to vulnerable populations and government institutions
- digitization of fortification and biofortification processes e.g., quality, traceability etc.
- mitigating environmental impacts of industrial fortification and biofortification

The partner sought through this RFP would assist in conducting a review of the platforms and facilities currently available to encourage such sharing of innovations (in our sector and relevant adjacent sectors) – including the potential role of the [Innovative Food Systems Solutions \(IFSS\)](#) portal, recently launched by GAIN and partners. (This would represent a potential home for the MIFA but Consultant should consider and explore all options including a standalone facility.)

Second, the partner would be requested to identify a) the types of actors and b) an extensive but non-exhaustive longlist of potential key actors across sectors who would be invited to participate in collaborative innovation efforts, to build a community that could be tapped on a regular basis. As part of this work, the partner would also work with GAIN to develop the narrative, value proposition and communications plan to engage with these actors and encourage participation.

Third, in consultation with partners, experts, donors and other stakeholders, prioritize areas for innovation in industrial fortification and biofortification,

Fourth, the partner would create a roadmap or strategy for the Facility's operations, including mechanisms to convert ideas into actionable proposals with well-articulated theories of change and clear paths to implementation.

Finally, the partner would conduct a rapid landscaping exercise to explore potential sources of funding to support the execution of ideas emanating from the MIFA in future.

Current GAIN focus geographies are Nigeria, Ethiopia, Tanzania, Mozambique, Kenya, Uganda, Benin, Pakistan, India, Bangladesh, and Indonesia, so ideas to be executed in these countries are welcome. However, this is not a limitation. The MIFA would be global in its scope. In countries where GAIN is not present, work can be done in partnership with other stakeholders.

It would invite partners from various backgrounds to ensure diversity of ideas and solutions, with a particular focus on gender. It would generate positive talking points to show clear action in public fora, influencing policymakers and the private sector to join the effort. The MIFA could also generate useful data and, in particular, facilitate sharing between key stakeholders addressing micronutrient malnutrition through innovations. Equally, it is important that the Facility should not attempt to duplicate the good work of existing platforms, such as the Micronutrient Forum.

It could also serve to connect like-minded partners from GAIN's ongoing efforts around the UN Food Systems Summit (UNFSS) (and help operationalize innovation components of UNFSS gamechangers related to fortification and biofortified crops) and in-country alliance-building, including facilitating cross-regional and global innovation exchange.

Ultimately, the vision is to create a Facility that enables collective idea generation, technological and systemic innovation, solution building, and implementation of new models that will support large-scale food fortification and biofortified crops to tackle the scourge of micronutrient deficiency.

The final deliverable will be an assessment report / concept note on the feasibility of MIFA, including the approach, potential partners and funding sources, and the execution plan for a collaborative, multistakeholder initiative seeking to address long-standing, new and emerging challenges in micronutrient deficiencies and fortification.

3.2. DELIVERABLES

The first deliverable is a research output, consisting of a review of existing platforms for collaborative innovation in the development sector generally and the nutrition sector in particular and a scope of a standalone focused platform. This document should provide insight into the potential structures, models and approaches adopted by similar initiatives. Findings from this research should feed into subsequent deliverables.

The second deliverable would be a basic stakeholder map and a longlist of potential partners, whose involvement in the Facility would support efforts to tackle micronutrient malnutrition through collaborative innovation. The third, related deliverable would be an engagement plan identifying the approach, key messaging and communications strategy that would help to recruit these actors and encourage participation.

The fourth deliverable would consist of an *operating model* for the Facility (and initial prioritization of topics), identifying the path from idea to execution (via partnership management, strategy development, co-creation, prototyping, testing, and piloting). A key element of such an operating model would be the approach to developing funding proposals to ensure that ideas can be properly financed.

The final deliverable would be a landscape review of potential funders for a) the Facility itself and b) ideas emanating from the Facility, including the types of funding (e.g. grant, challenge, aid, investment, loan) that the Facility could tap.

The format for deliverables is open to discussion, and partners are encouraged to propose their preferred methods.

II. INSTRUCTIONS FOR RESPONDING

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

1. CONTACT

Oliver Camp is leading this project and will review the proposals with colleagues chosen to form a review panel. He will be available via email to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the email address below. Responses will not be confidential except in cases where proprietary information is involved.

Oliver Camp, Senior Associate (Innovations), LSFF, GAIN London: ocamp@gainhealth.org

2. BUDGET

Applicants are requested to provide GAIN with a budget broken down by deliverable. Proposals are assessed on budget detail and cost-effectiveness, so a breakdown of costs (i.e. by individual, including time spent on project, for staff costs, or approximate hard costs as relevant) is useful. The final budget amount will have to be approved by the organisation prior to starting the project.

3. FORMAT FOR PROPOSAL

The candidate is invited to present the response in a format that enables them to put forward the clearest approach and proposal. However, concision is appreciated. The following limits on length are suggested:

- Up to 10 pages (standard margins and 11-12pt font sizes) for the proposed approach.
- A short slide deck (8-12 slides) for organisational credentials and case studies, or a short CV (2-3 pages) and examples of previous work in the case of individual consultants, illustrating experience, capabilities and expertise
- A breakdown of proposed timelines and costs, including rates for staff or consultant(s), which should also include a short (~1 page) narrative to explain the logic behind the budget

4. SUBMISSION

Originals should be submitted by email to the addresses above.

5. DEADLINE

Completed proposals should be submitted to GAIN **before 7:00pm Central European Time on Sunday 19th June 2022**. In the interests of fairness, we will not be able to grant extensions for an individual organisation. We will, however, do everything possible to accommodate timely requests for a short extension if all applicants agree.

6. 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.

7. REVISIONS

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

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

III. TERMS AND CONDITIONS OF THIS SOLICITATION

13. 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.

14. 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.

15. 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.

16. 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 using the proposed information technology platform.
- The creative and methodological approaches required to implement each of the parts of the scope of work.
- 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.
- Detailed 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.
- A duly completed offer of services.

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

17. REVIEW PROCESS

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

18. 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.

19. 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.

20. 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.

21. 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.

22. 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.

23. 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)