

REQUEST FOR PROPOSALS

CONSULTANT – CHANGE MANAGEMENT SPECIALIST DIGITAL TECHNOLOGIES USED IN FOOD FORTIFICATION

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.

2. BACKGROUND

Despite progress, malnutrition continues to be a global challenge. It not only results in short-and long-term health problems at the individual levelⁱ, but also has a detrimental impact on productivity resulting in negative socioeconomic consequences for countries at largeⁱⁱ. As a global community, we are working hard towards reaching the ambitious Sustainable Development Goal of ending all forms of hunger and malnutrition by 2030, making sure all people—especially children—have sufficient and nutritious food all yearⁱⁱⁱ. Meeting this goal requires that nutritious foods are made available and accessible, particularly to vulnerable populations. Our current efforts must be enhanced and scaled up.

Micronutrient malnutrition, commonly in the form of iron, iodine, vitamin A, zinc, and folate deficiencies affect nearly half of children worldwide younger than 5 years of age and approximately one-third of the world’s population^{iv}. Large scale food fortification (LSFF) programs (one intervention within the micronutrient “toolbox” of options) has been shown to significantly improve nutrition, health, and development outcomes; a recent systematic review found that LSFF improved the micronutrient status and health outcomes of populations in low- and middle-income countries. These included reduction of birth defects, improvements in iron status, improvements in vitamin A status, among others^v.

One major pitfall in the case of fortification to health impact is that even when a country has made fortification mandatory, gaps in fortification quality remain^{vi}. Fortified foods that do not meet the established standards can result in a program not reaching its intended impact. In order to understand where these pitfalls lie in achieving adequate quality of fortified foods and to initiate corrective actions, **data collection throughout various points of the food fortification value chain** i.e., from producer to consumer are needed. Despite collection of data among various stakeholder across the value chain, data is not shared and is kept in silos. How can we improve and integrate current technologies and create new technologies into one, robust and comprehensive “Cross sector **data system** for fortification quality”?

Fostering collaboration to accelerate innovation and technology, in the nutrition sector, particularly large-scale food fortification, is critical. The Global Alliance for Improved Nutrition, with support from the Bill and Melinda Gates Foundation is leading a consortium of expert technology companies, private sector partners and NGOs to **pilot and scale up the development of a Digital QA/QC System for Food Fortification which intends to improve transparency and traceability of fortification quality across the large-scale food fortification value chain.**

3. OBJECTIVES

Overall purpose

The Global Alliance for Improved Nutrition, with support from the Bill and Melinda Gates Foundation is leading a consortium of expert technology companies, private sector partners and NGOs to pilot and scale up the development of a Digital QA/QC System for Food Fortification which intends to improve transparency and traceability of fortification quality across the large-scale food fortification value chain.

Position Description: The Global Alliance for Improved Nutrition is seeking the services of a Change Management Consultant for approximately 3 months to support the integration of a change management component in the early implementation of the Digital QA/QC System for Food Fortification Project in Bangladesh, India and Nigeria, which focuses on replacing manual methods of data collection on fortification quality with technology and data system use within government, production facilities, and other stakeholders along the fortification value chain. The change management consultant will work across several stakeholders (including a consortium of 8 different organizations and with in-country GAIN staff, or “in-country leads” for the Digital QA/QC project who will be responsible for on the ground implementation. The change management consultant will ensure that the Digital QA/QC project adopts an appropriate change management framework (which aims to focus on the people side of the digital technology/data system implementation, increasing end user adoption and usage; i.e., create and implement change management strategies and plans that maximize adoption and usage and minimize resistance). The Consultant will focus on training/building tools necessary of local in-country staff leads in Bangladesh, India and Nigeria to ensure they have the change management framework in mind, and so that the focal points and consortium can integrate change management activities into their project plans.

SCOPE OF WORK

The Change Management Consultant will:

- *Recommend and advise on a structured methodology for consortium to adopt regarding the change management component of the Digital QA/QC project*
Assess and advise on which change management framework, process, and tools will be best suitable to create a strategy to support adoption of the changes required by end users involved in the Digital QA/QC project.
- *Train local in-country leads on the adoption of this framework*
Lead the capacity building of local GAIN and Technoserve staff/ensure they have the tools to design, develop, deliver and manage communications to end users and stakeholders based on selected change management framework.
- *Advise implementation research team on approach to assessing the change impact within their implementation research plan*
Advise/recommend an approach for assessing the change management component (i.e., impact analysis and assessment of change readiness and identification of key stakeholders) for the implementation research team to integrate in their assessment of the Digital QA/QC project. Implementation research is an integrated component of this project which aims to assess the strategies needed to deliver, facilitate the uptake, or implement this novel intervention “in real life.”
- *Advise on approach to risk management (related to change management component)*
Assess risks based on initial involvement in the project and time with in-country focal points and develop a set of recommendations for the consortium on risks to adoption and usage of Digital QA/QC project.
- *Report and communicate change management process recommendation*
Dissemination to project leadership, including a written reports and verbal presentation on recommendation of framework and progress on training in each country.

Additional responsibilities may include:

- Complete change management assessments
- Work with country leads and stakeholders to document barriers and potential anxieties/concerns of various participants in the system
- Cross country online workshops on knowledge/lessons sharing
- Coach in-country focal points
- Support planning and design of roles and responsibilities
- Coordinate efforts with other specialists
- Evaluate and ensure user readiness
- Track and report issues/risks

EXPECTED EXPERTISE

The consultant must have demonstrated experience undertaking similar work and should have substantial prior experience leading Change Management in projects.

The Change Management Consultant should have the following skills and qualifications:

- A solid understanding of how people go through a change and the change process
- Experience and knowledge of change management principles, methodologies, and tools
- Experience with large-scale organizational change efforts
- Change management certification or designation desired
- Flexibility working with different time zones
- Willingness to travel to Bangladesh, India and Nigeria
- Exceptional communication skills, both written and verbal
- Excellent active listening skills
- Ability to clearly articulate messages to a variety of audiences-technical and nontechnical
- Ability to establish and maintain strong relationships
- Ability to influence others and move toward a common vision or goal
- Flexible and adaptable; able to work in ambiguous situations
- Resilient and tenacious with a propensity to persevere
- Forward looking with a holistic approach
- Organized with a natural inclination for planning strategy and tactics
- Problem solving and root cause identification skills
- Able to work effectively at all levels in an organization
- Must be a team player and able to work collaboratively with and through others
- Acute business acumen and understanding of organizational issues and challenges
- Familiarity with project management approaches, tools and phases of the project lifecycle

Experience

- 5+ years of professional experience leading Change Management (required) within the context of technology implementation in a project or organizational setting (preferred)
- Experience working with low- and middle-income countries (preferred)
- Experience working with International Organizations (preferred)

Other requirements

- Must be willing to travel to Bangladesh, India, and Nigeria to work with GAIN country offices
- Fluent in English

DELIVERABLES AND TIMELINE

The timeline for completion of all aspects of the Scope of Work and submission of deliverables is outlined in the following table:

DELIVERABLE	DEADLINE
Submission of expression of interest	July 30, 2022
Contract signing	August 8, 2022
In-country meetings with GAIN teams and trainings completed	TBD
Change Management Framework recommendation	TBD
Report and communicate change management process recommendation	TBD

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

Key programme and technical staff from GAIN are part of the selection team of the organisation and will review the proposals. They will be available via email to respond to clarifications on this solicitation. Please direct all inquiries and other communications to rfp@gainhealth.org. Responses will not be confidential except in cases where proprietary information is involved.

2. BUDGET

Applicants are required to provide GAIN with a detailed fee proposal in US Dollars, including daily rate. The final fee will have to be approved by GAIN prior to starting the project.

3. SUBMISSION

Interested applicants should prepare a proposal that consists of the following:

1. a three-paragraph expression of interest including: reasons for interest in the consultancy, qualifications in change management; daily rate
2. a brief (<3 pages) CV highlighting recent relevant experience and references; and

4. DEADLINE

Completed proposals should be submitted to rfp@gainhealth.org by **5:00 pm EST on 30, July 2022**.

5. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

Proposals that are received after the RFP deadline.

Proposals received by fax or post.

Incomplete proposals.

Proposals that are not signed.

6. REVISIONS

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

7. 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.

8. 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 GAIN at rfp@gainhealth.org prior to making their submission before the deadline specified in the timeline above.

While GAIN have used considerable efforts to ensure an accurate representation in this 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.

9. 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.

10. 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.

11. 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

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 applicants' 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 reserve 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;

Past experience undertaking similar work;

Rate.

GAIN reserves the right to contact the individuals and contractor(s) in order 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.