

## REQUEST FOR PROPOSALS

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# DEMAND GENERATION ALLIANCE COMMUNICATION AGENCY

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

This brief is to work with GAIN's Demand Creation team to deliver the objectives set out below. The focus of the work is to ‘change food culture by design’ as a credible lever to drive the transition to more nutritious and sustainable diets.

#### **Why food culture**

Most demand generation actions aimed at improving the consumption of nutritious and sustainable diets and foods (N&SDF) occur at the individual level (e.g. consumer knowledge, affordability) or at the food environment level (e.g. marketing and promotion, choice architecture, new product development, and food pricing). Actions at higher societal level, the Enabling Environment, are mainly economic (taxes), political (marketing limitations) and providing information (labelling). There are limited efforts to redefine food culture and preferences, yet these significantly influence what is acceptable, desired, and preferred.

Think about the changes in societies' perspectives on smoking that enabled the legislation to curtail the marketing of cigarettes and subsequently a ban on smoking in public spaces or the evolution of societies' perspectives on LGBTQ+ rights which facilitated decriminalisation and more recently same sex marriage legislation. The development of policy & legislation advances in step with societal perspectives; one enabling the other and vice versa.

Currently, few organisations are looking at the food culture and norms and asking the question 'How does food culture need to evolve to create the context where a nutritious and sustainable food system can flourish? How could we drive that change?' The [Demand Generation Alliance](#), (DGA) seeks to address this imbalance.

## The DGA to-date

The DGA was created by 5 lead group member organisations: [Global Alliance for Improved Nutrition \(GAIN\)](#), [United Nations World Food Programme \(WFP\)](#), [EAT](#), [Global Business School Network \(GBSN\)](#), [World Business Council for Sustainable Development \(WBCSD\)](#), [Consumer Goods Forum \(CGF\)](#). and the identification of an operating model with 3 components:

- **Building Knowledge** – synthesise evidence, create framework and identify how to address a society-wide preference issue.
- **Strengthening Collaboration** – Bring together stakeholders at global and country level to develop a shared understanding of the need to shift society-wide preferences and commit to coordinated action in the sociocultural domain to achieve that aim.
- **Enabling Action** - actively fundraise, deepen in-country engagements, and open membership to actors interested in DGA's work.

The approach recognises that achieving the desired outcome requires coordinated action from multiple actors and sectors as well as a solid knowledge base to ensure evidence-based actions.

To inform the DGA's thinking, [illustrations](#) have been developed for two countries with distinct cultures and contexts; Sweden and Kenya. A summary of the conclusions is as follows:

- Changing food culture by design is relevant across markets, cultures and stakeholders.
- The absence of this is seen by stakeholders as a critical gap.
- Society wide action and sociocultural strategies are not addressed in a coherent, coordinated way.
- The DGA's ideas are seen as differentiated and complementary to other initiatives and actors in both markets.

The findings have provided the confidence to move into the next phase of work and begin engaging a broader range of stakeholders with a view to securing a first tranche of implementation funding.

## Audience

The audience hierarchy is as follows (more details can be found [here](#)):

1. Funders where influencing food culture fits with their strategy because
  - a. it is already recognised as important
  - b. funds are available for innovation and experimentation.
  - c. they support the development of culture more generally

(NB – we are keen to engage funders outside the sphere of malnourishment/ international development)

2. Individuals and organisations which these funders turn to for advice or have influence over their perspectives and therefore represent a channel of influence.
3. Other funders where there isn't an immediate strategic fit, as influencing food culture hasn't been considered previously.

## Insights/ Thoughts

Current activity is dominated by a focus on food consumption and not food culture. This is a new and unfamiliar idea and risks prompting a range of responses:

- 'I don't see the difference between food culture and food consumption.'
  - o or its sub-set 'That's what I'm doing already.'

- 'I see the difference but not the value, food culture comes from food consumption and not the other way round.'
- 'I see the difference and the value, but the timeframe over which change can happen is too long to fund; we'd never see the results.'

At present we perceive the following need to be established to progress:

- Generate interest and enthusiasm in food culture design.
- Develop a sound understanding of the role of food culture and its importance.
- Evidence of a sound plan which is executable and value for money (VFM), in the context of other investment choices.
- Establish the belief that the DGA has the necessary skills/ networks to implement that plan.

### **3. SCOPE OF WORK AND DELIVERABLES**

#### **3.1. OBJECTIVES**

Seed the 'market' with a new idea - 'changing food culture by design', led by the DGA - to secure implementation funding by Autumn 2024.

We are looking for an agency to work with the DGA team as follows:

- advise on the suitability of the current brand name
- develop a socialisation and communication plan
- implement the communication elements.

[NB: For these purposes:

- Socialisation: 1-2-1/1-2-few (10-12 people) in a 2-way engagement
- Communication is 1-2-many more 1-way activity]

These 2 elements need to work synergistically, hence the development of an integrated plan, but the DGA needs to develop the relationships envisaged within the socialisation element.

#### **3.2. DELIVERABLES**

The following deliverables are envisaged as part of the contract to be confirmed on completion of the plan referenced below:

- Jointly creating a socialisation and communication plan based on a clear theory-of-change comprising. (Nov/ Dec 2022)
  - o developed audience profile
  - o channel/ tactic selection with rationale
  - o message sequencing
  - o outcome metrics to assess progress
- Joint revaluation of the DGA brand name in the light of the findings above and the plan (Nov/ Dec 2022)
- Timely delivery of the communication plan within budget comprising. (Jan 2023 – Dec 2024)
  - o underlying skeleton identifying market opportunities
  - o timing plan determining number of pieces of activity by channel

- anticipated mix of owned, earned, and paid media
- a budget breaking down expenditure
- Monitoring of agreed KPIs and adjustment of the plan to reflect progress. (Jan 2023 – Dec 2024)

The initial socialisation/ communication plan will run until 2024, by which time further implementation funding needs to be secured. We envisage that the plan will comprise a number of phases to achieve key milestones with related metrics. Achieving these milestones will determine the start and end times of subsequent phases.

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

### **1. 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.

Sonia Perrier, Associate, Programme Services Team, GAIN Switzerland.  
E-mail: [sperrier@gainhealth.org](mailto:sperrier@gainhealth.org).  
Phone: +41 22 749 1850

### **2. BUDGET**

The overall budget for the two years of activity is \$150,000, including delivery of the socialisation and communications plan. There is an additional discretionary \$50,000 budget that will be allocated by the DGA team to aspects of the plan which demonstrate excellent return on investment. Applicants are required to provide GAIN with a detailed fee percentage proposal. The final budget amount will be approved by the GAIN prior to starting the project.

### **3. FORMAT FOR PROPOSAL**

This brief is subject to a competitive selection process from a short-list of 3-5 agencies. The selection process will be as follows:

1. Publication of the RFP (Thursday 06/10)
2. Submission of costed proposal for the deliverables above, no more than 5 slides A4 (27/10).
3. Short-listing of agencies for the pitch (notification on 28/10)
4. A pitch presentation, see below (3/11 or 04/11 to be confirmed to short-list)

The pitch will take the form of an online presentation comprising 5-mins introductions, 20-mins (10-slides) presentation by the agency, and 20-min discussion. The presentation and discussion should cover the following:

- Based on your experience what are the key issues that need to be considered and addressed in answering the brief and why have these been identified?
- From your agency's work, can you share a specific example that you feel is relevant and share your reasoning?
- What early insights can you provide into the following:
  - Who are the voice(s) that need to lead the communication?

- Where those voices need to be heard?
- How should the narrative tone be expressed to reflect the audiences above?

#### 4. SUBMISSION

You may submit your proposal by email as follows:

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 mentioned below:

Email copy: [sperrier@gainhealth.org](mailto:sperrier@gainhealth.org)

#### 5. DEADLINE

Completed proposals should be submitted to Sonia Perrier, Associate at GAIN **before 23:00 Central European Time on 27 October 2022**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

#### 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. 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 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.

## **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 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 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.**

## **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

5. Offer submitted by:

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(Print or type business, corporate name and address)

6. 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.
7. 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.
8. 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)