REQUEST FOR PROPOSALS

BUSINESS ARCHITECT: DIGITAL FORTIFICATION QUALITY TRACEABILITY + PROJECT (DFQT+)

Issued by
The Global Alliance for Improved Nutrition (GAIN)

TABLE OF CONTENTS

I. PROJECT BACKGROUND AND SCOPE OF WORK 2
II. INSTRUCTIONS FOR RESPONDING 5
III. TERMS AND CONDITIONS OF THIS SOLICITATION 8
IV. OFFER OF SERVICES 10
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

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 Consultant to lead the development of a go-to market strategy for a software solution (a Global Good), known as the “Digital Fortification Quality Traceability (DFQT+) System” in three countries (Bangladesh, India, and Nigeria).

2.1. DIGITIZING FORTIFICATION QUALITY AND STRENGTHENING ENABLING ENVIRONMENTS

Large Scale Food Fortification (LSFF) programs today suffer from a lack of fortification quality across almost all food vehicles due to weak government enforcement mechanisms that are a result of poor incentives, lack of trained personnel, and limited resources. Without the enforcement that could level the playing field, mills/refiners are not held accountable to fortify to government standards - reducing effective coverage and diminishing the contribution fortification can have on micronutrient intakes and disease prevention. To date, quality improvements in fortification have largely been achieved through accreditation services (i.e., premix) and traditional capacity building of industry, labs, and government regulators by international non-governmental organisations (NGOs). These efforts have been important, but they have failed to build sustainable, cost-effective systems, as they continue to rely heavily on resource-constrained government enforcement programs for monitoring and on international donors to support the work of the NGOs.
GAIN in partnership with a consortium of eight organizations, is working to develop a cross-sector traceability system for quality of food fortification. The vision of this partnership is to develop a country-owned digital, field-friendly systems solution that enables mills/refineries and authorities to generate, govern, share, and utilize safely accurate and traceable data on food fortification quality within factories and markets, including customs. The product will be pilot tested in Bangladesh, India and Nigeria and will be co-designed and adapted with local and global partners to ensure ownership, uptake, and sustainability. The product will be designed and aligned with in-country partners to be ready to serve as a global standard for LSFF quality data reporting and according to country replication and uptake.

There are three separate phases to the development of the DFQT+ system in each country (we are nearing the end of the planning phase and beginning the pilot):

- **Planning**: Based on a previous scoping exercise via the BMGF and the partners involved, a series of immediate next steps were identified before piloting the system, including country consultations to ensure buy-in/acceptance, data flow mapping and device/data integration in a “computer lab” setting.

- **Pilot**: Implementation and testing of the Minimum Viable Product (MVP) in 3 mills, in Bangladesh, Nigeria and India; testing devices and system with external monitoring agencies and working with decision makers to test and further development of the MVP; ongoing monitoring of project and implementation research.

- **Scale up**: Roll out of MVP to more mills.

As of November 2022, a MVP has been developed and is currently being piloted with government agencies and producers in Nigeria and Bangladesh. Piloting for India is expected to begin in 2024.

### 3. SCOPE OF WORK AND DELIVERABLES

**Objectives:** For the sustainable uptake and adoption of the DFQT+ system, a viable future business model (“go-to-market strategy”) must be developed, so that post-donor funding of the project, the system can be sustained (country-owned and country-led/financed). This requires a strong understanding and articulation of the value proposition of the solution for end users, which must be continuously validated over the course of the solution development.

Two of the countries in the pilot (Bangladesh and Nigeria) have mandatory fortification, i.e., require food manufacturers to add certain vitamins or minerals, or both, to specified foods, by law. This is monitored by government agencies through production and market inspections; India has voluntary fortification, where there are standards set for fortification of staple foods, however manufacturers freely choose to fortify foods. Therefore, it is important to note that part of this is the development of business models in the context of mandatory fortification programs but also within voluntary self-regulating contexts. This will require review and cross learning from lessons by other private sector-run and how (if feasible) they could be applied to this space.

**Scope of work**

As a Business Architect you will balance business, technology, design, and market priorities. Your work will be ensuring a successful launch into the market by creating a go-to-market roadmap. You will synthesize information about the user value of the solution across different market segments (both private and public sectors), including competitor analysis and use consolidated value propositions for answering the question, who would be willing to bear the costs for operating and further developing the solution. Using market analysis, you will map possible future owners and partners - developing viable go-to-market strategies in each market: Nigeria, Bangladesh, and India. These strategies will include go-to-market process, plan timelines, launch scenarios, competitor analysis and pricing.

**Your focus is on value proposition and sustainable business model of the DFQT+ solution.** You will embrace your role as the voice of the market to product and the voice of product to the market, potentially...
spending time in the field to understand and validate the value proposition among end users. This role requires a willingness and ability to travel.

Specifically, you will:

- Develop a sustainable business model (go-to-market strategy for DFQT+ along with the strategy to implement the model) for each of the three markets, including potential future owners/operators, pricing strategies, data sharing, in-field scaling or strategic partners and promotional requirements, analyse market trends, business models, and competitive landscape to inform the go-to-market strategy.
- Collaborate closely with the product owner and technology lead to ensure the user value propositions inform your go-to-market strategies, and that your insights about go-to-market strategies inform the product development in future iterations past MVP.
- Develop risk and mitigation plans for proposed business models for each country.

Requirements

- You have prior experience (6-8 years, preferred) in business architecture with the focus on operational models, business models, return of investment, and value proposition.
- You have prior experience in the development and launch of digital product/solution strategy.
- You are a dynamic people manager with a knack for storytelling and mentoring.
- You have worked to launch products in markets in emerging or developing countries.
- You have experience in a consumer environment.
- You are excited about the opportunity to develop business cases for products that will affect an end user.
- You have the ability to influence business leaders on strategic business matters.
- You have the ability to work in a highly collaborative cross-functional team with business stakeholders, technology and other designers.
- You have experience in defining business or functional requirements for digital initiatives.
- You have strong problem-solving skills and detail-orientation.
- You have strong communication skills - including ability to present research findings with clear rationale behind decision making, clear and concise written communication, strong organizational and interpersonal skills.

Material provided: Material on the scope and functionality of the product will be provided. Material on the motivation and business incentives of participating stakeholders (micronutrient producers, food producers, governments, etc.) will be provided (but should be strengthened with own work output through the Business Architect’s activities). Estimations on data storage and bandwidth, as well as data security and sovereignty demands will be provided. A rough outline for anticipated/envisioned future functionalities and scaling potentials (horizontal and vertical) will be provided.

DELIVERABLES

The main output is to implement a strategy which supports the bridging the value proposition and end user insights and to deliver options and implications of a sustainable business model (go-to-market strategy) for the DFQT+ solution in Bangladesh, India, and Nigeria, including business plans and short and long-term implications for the solution upon selection of a certain kind of operator.

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

<table>
<thead>
<tr>
<th>DELIVERABLE</th>
<th>DEADLINE</th>
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<tbody>
<tr>
<td>Deadline to submit questions</td>
<td>March 11, 2024</td>
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<tr>
<td>Proposal submission</td>
<td>March 18, 2024</td>
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<tr>
<td>Final response regarding selection of Service Provider</td>
<td>April 1, 2024</td>
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<tr>
<td>Contracting process finalized</td>
<td>April 8, 2024</td>
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<tr>
<td>Inception meeting with GAIN</td>
<td>April 11, 2024</td>
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<td>Strategy and timelines shared with GAIN</td>
<td>April 19, 2024</td>
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<tr>
<td>Clear demonstration of strategy to capture value propositions and track to integration in product development</td>
<td>May 3, 2024</td>
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<tr>
<td>First Draft of Go-to market strategy (Operations/Business Plan options) delivered to GAIN for Nigeria and Bangladesh</td>
<td>July 5, 2024</td>
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<tr>
<td>First Draft of Go-to market strategy (Operations/Business Plan options) delivered to GAIN for India</td>
<td>August 5, 2024</td>
</tr>
<tr>
<td>Presentation of validated key value proposition for the different stakeholder types</td>
<td>September 6, 2024</td>
</tr>
<tr>
<td>Final Go-to market strategies developed including recommend future operator of the system for each of the countries presented to the consortium; Operational considerations, Risks and mitigation plans, financial modelling report submitted</td>
<td>January 25, 2025</td>
</tr>
<tr>
<td>Final Go-to market strategy submitted for all three countries</td>
<td>February 28, 2024</td>
</tr>
<tr>
<td>Implementation report of go-to-market strategy and value proposition validation for each country</td>
<td>June 20, 2025</td>
</tr>
<tr>
<td>Final report</td>
<td>September 30, 2025</td>
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### 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.

**Background information:**

For those who are not familiar with the public health intervention, Large Scale Food Fortification (LSFF), we have provided links with helpful information:

- "Micronutrient deficiencies among preschool-aged children and women of reproductive age worldwide: a pooled analysis of individual-level data from population-representative surveys": [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(22)00367-9/fulltext](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(22)00367-9/fulltext)
• “Large-scale food fortification has great potential to improve child health and nutrition”: https://pubmed.ncbi.nlm.nih.gov/33631771/
• “Vitamin A Fortification Quality Is High for Packaged and Branded Edible Oil but Low for Oil Sold in Unbranded, Loose Form: Findings from a Market Assessment in Bangladesh”: https://pubmed.ncbi.nlm.nih.gov/33670884/
• “Coverage of Large-Scale Food Fortification of Edible Oil, Wheat Flour, and Maize Flour Varies Greatly by Vehicle and Country but Is Consistently Lower among the Most Vulnerable: Results from Coverage Surveys in 8 Countries”: https://pubmed.ncbi.nlm.nih.gov/28404836/

1. CONTACT

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 budget in US Dollars, including fees/travel/accommodation and any other direct costs to be incurred in the delivery of the Scope of Work. Include a brief narrative justification for line items included. The budget must be inclusive of all indirect costs. The final budget amount will have to be approved by GAIN prior to starting the project.

3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as three separate PDF documents as follows:

1. Technical proposal:
   i. Description of previous relevant work (maximum 1 page);
   ii. Composition of team with names and brief biographies of all key staff (maximum 3 pages); and
   iii. Detailed proposal explaining how the areas of work mentioned in the Objectives and Scope of Work will be addressed, including a framework for implementation, risk and mitigation strategy, and timeline (maximum 10 pages).

2. Financial proposal:
   i. Budget;
   ii. Detailed narrative budget justification; and
   iii. Duly completed offer of services (see section IV).

3. File(s) containing demonstrated experience working as a business architect as examples of business plans created; prior work experience and products from previous assignments
4. SUBMISSION

COMPLETED PROPOSALS MUST BE SUBMITTED IN ELECTRONIC COPY TO: rfp@gainhealth.org.

5. DEADLINE

COMPLETED PROPOSALS MUST BE SUBMITTED BY 11:00 PM CEST ON 18 MARCH 2024.

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 and confirmed by hard copy 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

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:
  o 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:
  o 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

Offer submitted by:

__________________________________
(Print or type business, corporate name and address)

1. 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.

2. 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.

3. 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)