

REQUEST FOR PROPOSALS

HIGH-LEVEL ASSESSMENT

**Issued by
The Global Alliance for Improved Nutrition (GAIN)**

June 2025

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 The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Tanzania, Benin, Rwanda and Uganda. 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.

GAIN has adopted its own approach to building capacity at country and local level: developing a model in which national offices are de facto national organisations (100% of staff in Africa or Asia are nationals), and with a drive to adapt its decision making to be more locally driven and controlled.

It has also evolved its approach to programming to rely on alliance delivery models through articulated partnerships with national governments, companies, research and community-based organisations. This model requires GAIN to see itself not as a donor but an active catalyst and co-partner, and to do this is a way that brings the strengths of global capacities to support local and national leadership. Our global work both empowers national leadership, and benefits from the wide network of national contexts via the two-way capacity development.

This has been done within the framework of a unified foundation whose governance itself aims to reflect the diversity of our footprint. It has been and remains a challenging process, happening alongside rapid changes in technology, funding landscapes and evolving from GAIN's own history as a globally driven funder and foundation. We have thus already shifted to a local delivery model but it is an area needing further and continuous improvement.

SCOPE OF WORK

The consultancy will provide a rapid, high-level assessment of the following:

1. A mapping of GAIN's key partners at country level. This will categorise types of partner and types of alliance models being supported. We envisage GAIN will provide much of the input/data for this.
2. The perspective of GAIN staff on the way our administrative, financial and decision-making systems support programme evolution and delivery with partners including (i) planning and prioritising (ii) partners' roles (iii) feedback loops for collection of evidence/course correction.
3. Views of major partners in 2-4 countries - government and other stakeholders - on how GAIN's way of working and systems are developing their capacity, and how to strengthen this.

We envisage this will be informed by:

1. A questionnaire framework and interview schedule developed by the consultant as follows:
 - a. Senior GAIN staff (CD, Head of Operations, Programme + 1-2 thematic leads) in four countries re 2 above
 - b. Senior representatives of partners including government in the same four countries re 3 above
2. An overall mapping of GAIN partners in its operating countries in Africa and Asia, created with the support of a GAIN staff member.

DELIVERABLES

A 15–20-page report summarising:

1. Key internal barriers/opportunities for strengthening GAIN's capacity building and development function in-country
2. An assessment of GAIN's model and *modus operandi* in terms of its strengthening of local institutional capacity
3. Recommendations for GAIN senior management on the above to feed into its mid-point strategy review
4. An annex mapping of (2) above

TERMS

We envisage the consultancy will:

- Require 20-30 days consultancy effort
- Receive GAIN staff support for the organisation of the work and setting up interviews
- Conduct approximately 20-40 interviews
- Deliver a final report within 45 days of contract signature

INSTRUCTIONS FOR RESPONDING

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

Contact

Please direct all inquiries and other communications to Elizabeth Maddison, Director of Strategic Operations (emaddison@gainhealth.org). Responses will not be confidential except in cases where proprietary information is involved.

Budget

Applicants are required to provide GAIN with a detailed budget setting out the daily rate and number of days expected from each team member/category of team member. The final budget amount will have to be approved by GAIN prior to starting the project.

Proposal requirements

The proposal must:

- Introduce the consultant(s) including the capability and experience of the team.
- Show an understanding of the context to the consultancy
- Provide a description of the service provider's history and experience, especially as it relates to the international not-for-profit sector and recent relevant work
- Demonstrate a strong understanding of the scope and complexity of the required work, including the appropriate scale for GAIN.
- Provide a detailed description of the proposed approach and anticipated working relationship with the client

- Identify any already-anticipated issues - whether conceptual or practical – in delivering the required report

SUBMISSION

Proposals should:

- not exceed 6 sides of A4 including Appendices
- include the names of two referees to whom GAIN can refer after shortlisting and before appointment, with whom the firm/individual has worked on similar activities
- comprise one electronic copy containing the documents preferably in MS Word along with all the required information including the fee proposal
- reach GAIN at the email address below:

Elizabeth Maddison, Director of Strategic Operations

emaddison@gainhealth.org

Deadline

Completed proposals should be submitted to GAIN **before 17.00 GMT on Wednesday 2 July 2025.**

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline.
- Proposals received by fax.
- Incomplete proposals.
- Proposals that are not signed.

Revisions

Proposals may be revised by electronic mail 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.

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.

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.

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

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.

1. Understanding of the scope of work:
 - a. Proposal shall demonstrate a clear understanding of the objective and deliverables as outlined above
 - b. A clear understanding of the context
 - c. Anticipated challenges and how these can be addressed
2. Demonstrate a clear understanding of the technical requirements of this RFP:
 - a. Evidence of relevant previous experience
 - b. The creative and methodological approaches required to implement the scope of work
3. Suitability of work plan and reasonableness of proposed time frame.
4. Budget and cost-effectiveness of proposed approach:
 - a. Ideas for cost-effective approaches to undertaking the scope of work within the proposed budget.
5. People:

- a. The individual or team members working on this project shall have the relevant qualifications and overall experience in a relevant context required to successfully achieve the deliverables.
 - b. Roles and responsibilities of each team member shall be clearly defined.
 - c. Any support required from GAIN to complete the work
6. 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.

Review process

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

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:

(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.
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)
