

REQUEST FOR PROPOSALS – MASTER SERVICE AGREEMENT (MSA)

Printing services

Issued by

The Global Alliance for Improved Nutrition (GAIN)

CONTENTS

I.	INTRODUCTION	2
II.	BACKGROUND & TIMESCALES	3
III.	THE OPPORTUNITY	4
IV.	INSTRUCTIONS TO BIDDERS	5
V.	TERMS & CONDITIONS	6
VI.	OFFER OF SERVICES	6

GAIN's procurement is conducted based on our procurement principles, including *"a focus on ethical and sustainable procurement which requires us to take note of our legal and ethical commitments... in our procurement and supplier management."*

We require all our partners, suppliers and service providers to familiarise themselves with our [Code of Conduct](#) (Code) and to adhere to either our Code or to their own equivalent code or set of behaviours.

This is addition to any relevant clauses and provisions in our contractual terms.

We also expect our partners, suppliers, and service providers to proactively inform GAIN, via the mechanisms detailed in the Code, of any breaches, potential or perceived breaches of its provisions.

Any supplier or service provider found to be in violation of these principles will be excluded from this process and may be barred from responding to future opportunities.

I. INTRODUCTION

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. We currently have a presence and conduct programming activities in Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania and Uganda

II. BACKGROUND & TIMESCALES

The purpose of this RFP is to engage services of a qualified organisation to provide printing and delivery services to GAIN Rwanda, under master services agreement, to run for a period of 24 months.

Set out below is the proposed timescale for this procurement. It is a guide and whilst the GAIN does not intend to depart from the timetable, it reserves the right to do so at any stage.

RFP issue date	23-12-2025
Deadline for Bidders to submit questions	17:00 26-12-2025
Deadline for GAIN to respond to clarifications	05-1-2026
RFP closes - deadline for submission	17:00 09-1-2026
GAIN clarifications, evaluation & governance	16-1-2026
Contract award - <i>subject to negotiation & due diligence checks</i>	23-1-2026
Planned contract signature date	26-1-2026

III. THE OPPORTUNITY

Note that due to donor regulations, this RFP is only from organizations registered in the European Union, European Economic Area, Switzerland, or certain Low-and Middle-Income countries. For more details on which countries these are, please refer to the [EU PRAG Rules](#).

Printing requirements

Professional quality, high-volume printing and finishing services, including:

- black/white and full-colour prints
- spiral binding
- large format posters
- laminating
- folding, stuffing, cutting, padding, stacking
- specialty items such as postcards, business cards, note cards, flyers, programs, brochures, etc
- posters and exhibition material

The list is indicative, not exhaustive, and is designed to give an idea of the types of work which may be purchased under this Master Service Agreement.

Packing requirements

The Supplier will comply with any reasonable requirements GAIN Rwanda may have as regards the packaging and packing of any items,

The Supplier shall provide such packing of Goods as is required to prevent their damage or deterioration during transit to their final destination as indicated in the Purchase Order. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, sunlight, humidity, salt and precipitation during transit and storage. Packing case size and weights shall take into consideration, when appropriate, the remoteness of the Goods' final destination.

Any boxes that are not sealed will not be signed for and where necessary will be returned at the expense of the Supplier.

Delivery requirements

The delivery place shall be GAIN Rwanda office in Kigali.

First project to be contracted under this Master Service Agreement:

GAIN Rwanda is working with Rwanda's National Child Development Agency (NCDA) to print and distribute counselling cards to community health workers (CHWs) and ECD Centres in the Western Province. The counselling cards is an 88-page booklet, to be printed on high quality white paper/card with high-resolution, colour visuals. The card needs to be spiral bound/saddle stitch

Based on this guidance, the distribution of the counselling cards will be as follows:

Community Health Workers (CHWs): 5,354

- ECD Centres: 770
- Health Centres: 188

- Hospitals: 18
- Five District Offices: 10
- Total number of counselling cards to be printed: 6,340

The deadline for delivering these counselling cards is 15-2-2026

The delivery location for these cards is **GAIN Rwanda Office**

Technical specification:

Printing requirements

Professional quality, high-volume printing and finishing services, including:

1.1. 1. Format and size

- Final size: A4 (210 mm × 297 mm) or Government Legal (8.5" × 13")
- Orientation: Landscape
- Use format: Flipchart or booklet style suitable for face-to-face counselling

1.2. 2. Paper quality and weight (gsm)

- Recommended/Preferred: 300–350 GSM cardstock for high durability
- Alternative option: Synthetic tear-resistant paper (minimum 250 GSM), wipe-clean and water-resistant

1.3. 3. Printing quality

- Full color (CMYK), double-sided printing
- Minimum resolution: 300 DPI
- Bright, high-contrast colors with consistent reproduction
- Clear illustrations suitable for low-literacy audiences

1.4. 4. Finishing and durability

- Minimum: Glossy or matte aqueous coating
- Strongly recommended: Individual page/card lamination (matte preferred)
- Synthetic paper option may replace lamination

1.5. 5. Binding requirements

- Cards must be bound as a complete set
- Recommended: Spiral coil binding (short edge) or sturdy saddle-stitch binding
- Binding must allow easy flipping and withstand repeated handling

1.6. 6. Design and layout

- Front side: Bright, culturally appropriate illustrations for caregivers
- Back side: Key counselling messages and guidance for CHWs
- Simple visuals and minimal text on caregiver-facing pages

1.7. 7. Text and language

- Language: Kinyarwanda. As per approved national MIYCN materials
- Minimum font size: 14 pt (larger for headings)
- Clear, legible fonts with strong contrast

1.8. 8. Finishing and trimming

- Precision cutting with clean edges
- Rounded corners recommended
- Minimum 3 mm bleed on all sides

1.9. 9. Packaging and delivery

- Packed in sturdy, moisture-resistant cartons
- Clearly labelled by item type and quantity
- Delivered flat and damage-free

1.10. 10. PROOFING AND QUALITY ASSURANCE

- Mandatory submission of one full physical sample before mass production
- Printing proceeds only after written approval

BUDGET

GAIN Rwanda anticipates spending around \$100,000 under this Framework Agreement during the life of the Agreement.

However, it is important to note that GAIN Rwanda does not make any guarantees or commitments to spend a minimum amount with the selected supplier.

CONTRACT GOVERNANCE

During the life of this Master Service Agreement orders will be placed with the selected supplier via a Purchase Order.

The process will be:

1. GAIN Rwanda contacts the supplier with a particular requirement.

2. The Supplier provides a written quotation for the requirement
3. If GAIN Rwanda accepts the quotation, GAIN Rwanda will issue a Purchase Order to the Supplier.
4. Supplier provides the goods/services and invoices GAIN Rwanda
5. GAIN Rwanda makes payment against invoice.

No orders can be placed by any other means, including by phone call or email.

PAYMENT PROFILE

During the life of this Framework Agreement, individual orders will be placed with the selected supplier via a Purchase Order.

Orders will be paid in full not more than 30 days after receipt of invoice. If these terms are not acceptable, it is essential that you describe in your response what payment terms you will accept.

Note that GAIN Rwanda's preference is for suppliers who can meet its preferred payment terms of 30 days after receipt of invoice.

DEPENDENCIES & CONSTRAINTS

As noted above, all planned spend under this Framework Agreement is dependent on ongoing donor funding and programmatic needs, and GAIN Rwanda does not make any guarantees or commitments to spend a minimum amount with the selected supplier.

IV. INSTRUCTIONS TO BIDDERS

This section is designed to ensure that Bidders are provided with the necessary information to understand and respond to the requirements and ensure that a consistent level of information is obtained from each Bidder and provide a structured framework for the evaluation of Proposals.

Bidders should read these instructions carefully before completing their submission.

GAIN CONTACT

The following individual is the nominated contact for this RFP.

- Name/role: Jean Marie Vianney Dusabumuremyi, Finance and Administration Manager
- Email address: jdusabumuremyi@gainhealth.org

QUERIES AND CLARIFICATIONS

- Bidders are to direct any questions regarding the RFP to the GAIN contact in writing via email.
- It is the Bidder's responsibility to ensure safe receipt of communication.
- No other member of GAIN staff should be contacted in relation to this RFP unless directed to do so by the GAIN contact.
- GAIN may choose to convey responses to submitted questions and queries to all Bidders so that each is equally informed.
- GAIN may amend the RFP documents by issuing notices to that effect to all Bidders and may extend the closing date and time if deemed appropriate.

PREPARING YOUR RESPONSE

- Bidders must obtain, at their own responsibility and expense, all information necessary for the preparation of Bids.
- Bidders should notify GAIN promptly of any perceived inconsistency, or omission in this RFP, or any of its associated documents.

SUBMITTING YOUR RESPONSE

- The Proposal and any accompanying documents must be in English
- Bidders must submit their Proposal in the following way:

Hard copy documents, including samples in a sealed envelope to: **Catherine Kabega**, GAIN Rwanda Office, KG 8 Ave, Kigali, M&M Plaza Building|5th Floor.

The envelope should have the following information on the front:

REQUEST FOR PROPOSALS: *"Printing Services Master Agreement"*

Your submission must include the following:

Technical proposal:

A submission, of no more than 10 PowerPoint slides or 10 sides of A4, including

- An introduction to your organisation. Your bid must make clear which organisation will be awarded the contract if your bid is successful¹
- Information on your printing facilities, equipment and processes including 2 x samples of recent work. Please do not provide more or less samples than 2.
- Details on what types of printed materials you can offer, along with any related services
- Details of your customer service offer including how orders are placed, turnaround times for orders.

Financial proposal:

- Your fixed price offer for the Case Study detailed above, including a printed sample of the first 4 pages of the Counselling Card
- General details on your pricing, including information on frequently your pricing structure is reviewed.
- Details of any volume discounts you can offer.
- Signed Offer of Services (see section V: Offer of Services below)

NOTES ON SUBMISSIONS

- Bidders should not include in their submission any extra information which has not been specifically requested in the RFP for example, any sales literature etc.
- No Proposal may be modified after the deadline for receipt.
- GAIN may request additional information from Bidders to assist further evaluation of Proposals.

NOTES ON BUDGET

- As a donor funded organisation, GAIN is committed to achieving value for money in all our procurements.
- Submitted rates and prices are to be deemed include all costs, insurances, taxes, fees, expenses, and other things necessary for the performance of the requirement.
- Any charge not stated in the Proposal as being additional, will not be allowed in any resultant contract.
- We are looking for full cost disclosure: there must be an appropriate breakdown of costs to allow for price visibility.
- All rates and prices submitted must be in Rwandan Francs and any contract arising from this RFP will be in Rwandan Francs.

¹ For example, if you are submitting a bid as part of a Group of companies, you must explicitly state in your response which entity will be the contracting party if your Bid is successful.

NOTES ON EVALUATIONS

- GAIN may choose to shortlist Bidders at any stage of the process.
- 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.
- Bidders should note that GAIN may award a Contract on the basis of the original Bid received and may, at its absolute discretion, undertake any or all of the following processes:
 - shortlisting
 - taking up references
 - undertaking presentations or meetings
 - entering into a dialogue with one or more Bidders.

EVALUATION CRITERIA

The following indicates a list of the significant criteria against which proposals will be assessed. This list is not exhaustive and is provided to enhance the applicants' ability to respond to this Opportunity.

Evaluation Criteria	Weighting
Previous experience and quality of previous work samples	10%
Quality of technical capabilities (equipment, range of products offered, etc.)	25%
Quality of customer service offer	25%
Financial response to case study	40%

V. TERMS & CONDITIONS

This section constitutes the full conditions of this RFP and participation in the process automatically signals that the Bidder accepts the conditions.

JURISDICTION

Any Contract resulting from this RFP shall be governed by Swiss law.

LATE PROPOSALS

Any bid received after the deadline may be rejected at GAIN's absolute discretion.

DISCLAIMERS

Bidders will not be compensated for costs incurred in preparing proposals, submitting revised proposals or in participation in any meeting or presentation.

This RFP does not commit GAIN to any course of action; it is not an offer or a contract and does not commit GAIN to contract for any of the services detailed within the RFP.

GAIN reserves the absolute right to:

- accept or reject any or all Proposals with or without notice or reason
- accept or reject any proposal in whole or in part
- accept a proposal other than the lowest priced
- negotiate with any, all or none of the Bidders
- modify or cancel this RFP

ACCEPTANCE OF PROPOSALS

GAIN is under no obligation to accept the lowest priced Proposal, or any Proposal, and reserves the right to reject any Proposal which is incomplete, conditional, or not complying with the RFP documents.

A Proposal may be for all or part of the Requirement and may be accepted by GAIN either wholly or in part.

A Proposal will not be accepted, in whole or in part, unless and until GAIN has signed a Contract in writing to the successful Bidder. GAIN reserves the right to:

- amend the terms and conditions of the procurement process
- cancel the evaluation and award process at any stage
- require the Bidder to clarify its Proposal in writing and/or provide additional information. Failure to respond adequately may result in the Bidder not being selected.

AMENDMENTS

Prior to the final date for submission of Proposal, GAIN may issue amendments to clarify, modify or add to the procurement documents. A copy of each amendment will be issued to each Bidder and shall become part of the RFP

VALIDITY OF PROPOSALS

Proposals submitted in response to this RFP are to remain valid for a period of not less than 90 days from the RFP closing date.

WITHDRAWALS

Proposals may be withdrawn at any time prior to the RFP closing date and time by written notice to the Company.

INTERPRETATION OF REQUIREMENTS

Bidders are responsible for ensuring that they have all the information required for the preparation of their tenders and that they satisfy themselves about the information and correct interpretation of terminology used in the tender documentation.

Bidders must also ensure that they are fully conversant with the nature and extent of the obligations to be accepted by them if their tender is accepted.

ASSUMPTIONS

Any assumptions that have been made in responding to this RFP should be outlined in the Bidders response documents.

CONFIDENTIALITY

Except as required for the preparation of this Proposal, Bidders must not, without GAIN's prior written consent, disclose to any third party any of the contents of the RFP documents. Bidders must ensure that their employees, consultants, and agents also are bound and comply with this condition of confidentiality.

FEEDBACK TO UNSUCCESSFUL BIDDERS

GAIN appreciates that significant time and resource goes into preparing a tender response, and we try to ensure that feedback is provided to all unsuccessful Bidders.

Please note however that GAIN does not share detailed scoring information with unsuccessful Bidders.

INCONSISTENCIES AND OMISSIONS

Bidders must promptly advise the Company in writing of any inconsistencies and omissions they discover in the RFP.

RFP DOCUMENTS

Bidders must destroy all copies of the RFP document if unsuccessful within 30 days of being notified they have not been successful (either issued by GAIN or created by the Bidder).

DISCLAIMERS

Whilst the material in this RFP and the Information has been prepared in good faith, it does not purport to be comprehensive, nor has it been independently verified.

Neither GAIN nor their advisors, their respective directors, officers, members, partners, employees, other staff or agents makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Information; or accepts any responsibility for the information contained in the Information or for their fairness, accuracy or completeness of that Information nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such Information or any subsequent communication.

COLLUSIVE BEHAVIOUR

Any Bidder who:

- fixes or adjusts the amount of their Response by or in accordance with any agreement or arrangement with any other party; or

- communicates to any party other than GAIN the amount or approximate amount of its Responses or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence to obtain quotations necessary for the preparation of the Response or insurance or any necessary security); or
- enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Response; or
- enters into any agreement or arrangement with any other party as to the amount of any Response submitted; or
- offers or agrees to pay or give or does pay or give any sum or sums of money, inducement, or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any Response, any act or omission.

shall (without prejudice to any other civil remedies available to GAIN and without prejudice to any criminal liability which such conduct by a Bidder may attract) be disqualified.

VI. OFFER OF SERVICES

I/we agree to supply the required services described within this Request for Proposal, for the sum of:

Sum in figures:

Sum in words.....

I/We confirm that we will use the following organisational and payment details, if our Bid is successful:

Company name (including any trading names)	
Registered Company address, including postal code and country	
Company Registration Number	
Tax Identification Number (TIN) - if not applicable, please put N/A	
Business Identification Number (TIN) - if not applicable, please put N/A	
Company contact's phone number	
Company contact's email address	
Bank where account is held (name of the bank)	
Name on the payment bank account (individual/company account name)	
Bank Account Number	
Swift/BIC Number - if not applicable, please put N/A	
IBAN Number - if not applicable please put N/A	

I/we the undersigned confirm that I/we are able to furnish all expertise, supervision, materials, and any other things necessary to complete, to the entire satisfaction of the Executive Director or authorised representative, required services described within this Request for Proposal, according to GAIN's terms and conditions.

I/we agree that any obvious errors in pricing or errors in arithmetic that may discovered by GAIN in examination of the priced Specification submitted by me/us shall have no effect on the amount of this offer unless GAIN shall otherwise decide.

I/we understand that the lowest or any tender will not necessarily be accepted.

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.

I/we understand that GAIN Rwanda does not make any guarantees or commitments to spend a minimum amount with the selected supplier as a result of this procurement

I/we confirm that I/we have read the [GAIN Code of Conduct](#) and understand my/our duties under the Code.

I/We confirm that I/we have no actual, potential or perceived conflicts of interest which apply to this procurement OR that I have notified GAIN in writing of any actual, potential or perceived conflicts of interest which apply to this procurement.

Signed by:	
Print Name:	
Job Title:	
For and on behalf of (Company name):	
Date:	