

## REQUEST FOR PROPOSALS

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# EVALUATION OF WORKFORCE NUTRITION (WFN) PILOT PROGRAMME IN INDONESIA

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, Mozambique, Nigeria, Pakistan, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

### 2. BACKGROUND

In Indonesia, malnutrition remains a critical public health issue, marked by substantial micronutrient deficiencies among women of reproductive age and a rising incidence of overweight and obesity among adults. The formal sector workforce is especially impacted, with anemia affecting 22.4% of women and 15.6% of men, alongside a growing prevalence of diet-related illnesses such as diabetes and cardiovascular disease. Limited awareness among workers regarding balanced diets, appropriate portion sizes, and essential nutrient intake further impedes their ability to make informed dietary choices, exacerbating the malnutrition burden.

Given that individuals spend a considerable amount of time at work, leveraging workplaces as platforms for nutrition education and healthy eating habits can provide access to and knowledge about healthy eating habits and good breastfeeding practices to potentially millions of Indonesians. Although Indonesia has some workforce nutrition-related policies in place, there is substantial scope to strengthen the enabling policy environment.

GAIN's Workforce Nutrition (WFN) programme aims to improve the nutrition of workers and farmers in low- and middle-income countries or communities through the following four (4) pillars:

1. *Healthy Food at Work*: Increasing access to healthy and safe foods at the workplace, including improving the quality of meals and snacks provided or making healthier options available through local vendors.
2. *Nutrition Education*: Support behaviour changes toward healthier eating habits and lifestyles by increasing worker's knowledge about good nutrition, including nutrition information sessions, running health campaigns, providing cooking challenges, or implementing loyalty programs for choosing healthy options.
3. *Nutrition-focused Health Checks*: Periodic health assessments and guidance from health professionals to help employees maintain or improve their nutritional health, including regular health check-ups that include nutrition indicators, offering follow-up counselling, and making these services affordable and accessible.

4. **Breastfeeding Support:** Create a breastfeeding-friendly workplace by providing the necessary support and facilities for breastfeeding mothers, including private and hygienic lactation rooms, developing support policies, and flexible working arrangement for breastfeeding mothers.

In Indonesia, a WFN pilot programme will be implemented for a period of 3 months between July to September 2025 with the collaboration of select number of companies. The pilot will focus on improving the access and demand for healthier diets using existing structures in six worksites under the management of these select companies, located in the Greater Jakarta Area and in nearby West Java. Each company will select which pillar they will pilot based on the results of self-assessment using the WFN Scorecard. Each company may select all four of the WFN pillars or can choose to focus on just one.

GAIN Indonesia is working with a local partner for the implementation of the WFN pilot programme. The local partner is responsible for, but not limited to, liaising with the worksites and other stakeholders, including the Ministry of Manpower, conducting the Masterclass Trainer of Trainers, facilitating workforce nutrition strategic and technical support to worksites, active monitoring of worksites, and producing case studies on all four pillars based on the results of the pilot programme.

While implementation of these pillars is essential, it is equally critical to understand whether and how they lead to meaningful improvements in workers' health, knowledge, and behaviours. This is where a robust **Evaluation** plays a vital role.

The purpose of this Evaluation is to:

- **Capture measurable changes** in the quality and accessibility of health and nutrition-related facilities and services in select worksites following the implementation of WFN programme.
- **Assess the effectiveness** of each of the four pillars using a structured indicator framework.
- **Generate evidence-based insights** for (policy) advocacy.

This Evaluation is a part of strategic investment in building the case for policy change and broader adoption of workforce nutrition as a national priority.

### 3. SCOPE OF WORK

The selected vendor will be responsible for:

- Designing and conducting a baseline and endline Evaluation across 6 (six) pilot worksites:

Worksite	Location	# of workers	WFN pillars to be implemented
1.	East Jakarta	2,000	Nutrition Education
2.	Bogor	300	Breastfeeding Support
3.	Bekasi	2,500	Breastfeeding Support
4.	East Jakarta	9,000	Nutrition Education & Breastfeeding Support
5.	Banten	600	Healthy Food at Work
6.	North Jakarta	1,500	Nutrition-focused Health Checks

- Collecting quantitative and qualitative data from employees and management.
  - Quantitative data will be used to measure objective changes in health, behaviour, and programme reach. These data points will allow for statistical analysis and comparison

between initial (baseline) and final (endline) conditions. **The quantitative indicators include (but not limited to):**

- **Access and Consumption Metrics:** Access to nutritious foods at the workplace (e.g., what type of meals are served, in which quantity, and how often), consumption of safe and nutritious foods (e.g., assessing diet quality through the dietary diversity score), consumption of unhealthy foods (excess salt, sugar, and fats), sales of healthy foods vs. Unhealthy foods in workplace canteens (where applicable).
  - **Participation and Knowledge Metrics:** Number and percentage of employees participating in nutrition education sessions, Pre-and post-test scores on nutrition knowledge, Percentage of female employees utilizing lactation rooms.
  - **Worker Satisfaction Metrics:** Acceptance of healthy meals, including portion size and variety, Acceptance of nutrition-related signage/information in workplace canteens or during health/nutrition education sessions, Acceptance of counselling sessions with health counsellor and/or nutritionist.
- Qualitative data will provide deeper insights into the experiences, perceptions, and contextual factors influencing the programme's implementation and outcomes. These data will be essential for understanding the "why" behind the quantitative results and for informing programme refinement and advocacy. The qualitative data collection methods include (but not limited to):
    1. **In-Depth Interviews (IDIs):**
    2. With employees to explore changes in dietary habits, health perceptions, and workplace satisfaction
      - With HR personnel, canteen managers, and programme implementers to understand operational challenges and successes
    3. **Focus Group Discussions (FGDs):**
      - With male and female employee groups to gather feedback on programme relevance, accessibility, and impact
      - With workplace nutrition champions or implementation teams to assess programme ownership and sustainability
    4. **Observational Assessments:**
      - On-site observations of food preparation and presentation in workplace canteens
      - Assessment of the availability and condition of breastfeeding support facilities
      - Observation of nutrition education sessions and employee engagement
    5. **Satisfaction and Feedback Surveys:**
      - Employee satisfaction with food services, health checks, and educational sessions
      - Perceived usefulness and acceptability of the programme components

All data collection activities must be conducted:

- **With prior approval and informed consent from participating companies**, ensuring that all ethical and privacy standards are upheld.
- **In alignment with agreements established between GAIN and/or GAIN Implementing Partner and the Ministry of Manpower Directorate for Occupational Safety and Health Testing (*Direktorat Bina Pengujian Keselamatan dan Kesehatan Kerja*)**, particularly regarding access to worksites, employee participation, and the use of data for advocacy purposes.

### 3.1. OBJECTIVES

The primary objective of this Evaluation is to generate robust, evidence-based insights into the effectiveness and impact of the Workforce Nutrition (WFN) Programme across its four pillars—Healthy Food at Work, Nutrition Education, Nutrition-Focused Health Checks, and Breastfeeding Support—implemented in selected pilot worksites in Indonesia. This evaluation aims to systematically assess whether the programme has led to measurable improvements in diets, knowledge, health-related behaviours, and worker satisfaction of the workplace], and to what extent these changes can be attributed to the interventions introduced. Specifically, the evaluation process seeks to:

- Evaluate the reach, participation, and effectiveness of each programme component by analysing both quantitative metrics (e.g., participation rates, knowledge test scores, nutritional content of served meals) and qualitative feedback (e.g., employee perceptions, satisfaction, and behavioural changes).
- Identify enabling and inhibiting factors that influence the successful implementation of the WFN programme at the workplace level, including organizational support, infrastructure, and employee engagement.
- Produce a brief but comprehensive evaluation report, including evidence, insights, and recommendations for engagement and influencing key stakeholders—particularly the Ministry of Manpower (MoM)—to support the institutionalization and national scale-up of the WFN programme.

Ultimately, this Evaluation is designed to build a compelling case for policy integration and long-term investment in workforce nutrition as a strategic component of employee well-being and national development.

### 3.2. DELIVERABLES

The selected vendor will be expected to produce the following deliverables as part of the Evaluation of the Workforce Nutrition (WFN) Programme:

1. *Evaluation Plan and Methodology:*

A comprehensive document outlining the overall approach to the Evaluation, including:

2. Evaluation framework and logic model
3. Data collection methods (quantitative and qualitative, within detail as mentioned on 3. Scope of Work)
4. Sampling strategy and tools
5. Ethical considerations and data protection protocols
6. Timeline and responsibilities

This document will serve as the foundation for all subsequent Evaluation activities and must be approved by GAIN prior to implementation.

7. *Data Collection Tools and Instruments*

A document recording the development and/or adaptation of standardized tools for data collection for quantitative and qualitative, within detail as mentioned on 3. Scope of Work. These tools must be contextually appropriate, gender-sensitive, and aligned with the WFN indicator framework.

8. *Baseline Report*

A brief report on initial analysis of data and information collected at the beginning of the WFN pilot implementation, including analysis of results from the Self-Assessment using WFN Scorecards from all six (6) companies, and other notable observations.

9. *Endline Report*

A brief report on final analysis of data and information collected at the end of the WFN pilot implementation, including analysis from WFN Scorecards from all six (6) companies, and other notable observations. This report can also be part of the Final Evaluation Report.

10. *Final Evaluation Report*

A brief but comprehensive report that present findings from the initial and final assessments, including:

11. Descriptive statistics and comparative analysis of key indicators (if relevant)
12. Changes in health and nutrition knowledge and behaviour (disaggregated data by gender, worksite, and other relevant variables)
13. Visualizations (charts, graphs) to support interpretation
14. Summary of key findings and implications
15. Develop actionable recommendations to inform improvements and identify lessons learned
16. Advocacy insights from the evaluation results to engage and communicate the value of workforce nutrition to the Ministry of Manpower and other key stakeholders, to reflect worker's insights and experience with the pilot, and to support future resource mobilisation and future programme expansion.

Deliverables	17. Expected Timeline
Evaluation Work Plan and Methodology	Week 3 July 2025
Data Collection Tools and Instruments	Week 3 July 2025
Baseline Report (data collection previous week)	Week 4 July 2025
Endline Report (data collection previous week)	Week 2 October 2025
Final Evaluation Report (incl. specific input for advocacy)	Week 3-4 October

## 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.

### 4. 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.

Email : [esutarjadi@gainhealth.org](mailto:esutarjadi@gainhealth.org)

### 5. BUDGET

A reasonable and cost-effective budget should be proposed by the applicant, aligned with the scope of work and deliverables outlined in this RfP. The proposed budget should include a clear breakdown of major cost categories, such as:

- Personnel and consultancy fees
- Data collection and fieldwork expenses
- Travel and logistics (if applicable)
- Data analysis and reporting
- Administrative and overhead costs
- Applicable taxes and fees

The budget will be reviewed based on its alignment with the proposed methodology, feasibility, and value for money. Final approval of the budget will be subject to internal review and agreement with the contracting organization.

### 6. FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

- To propose a detailed description of the project, including objectives, methodology, and expected outcomes
- Timeline for the proposed work

- Budget with breakdown by major categories: staff, activities/implementation, travel, management fees, taxes
- Include examples of experience in Indonesia and past work on related programmes
- Staff assigned to the task, include short resume to highlight experience on stakeholder analysis
- References: At least three references from previous clients or projects
- Not to exceed 10 pages, double spaced, inclusive of examples, resume, timeline, budget

## 7. SUBMISSION

Originals should be submitted as follows:

One 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:

- [rfp@gainhealth.org](mailto:rfp@gainhealth.org) and CC to [GAINIndonesia@gainhealth.org](mailto:GAINIndonesia@gainhealth.org) and [esutarjadi@gainhealth.org](mailto:esutarjadi@gainhealth.org)
- Subject line: Evaluation of Workforce Nutrition Programme - Indonesia

## 8. DEADLINE

Completed proposals should be submitted by email to GAIN **before 12 midnight (WIB) Jakarta Time on Sunday, 18 July 2025**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

## 9. 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.

## 10. REVISIONS

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

## 11. 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.

## 12. 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.



### **13. 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.

### **14. 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.

### **15. 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**

### **16. 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.

### **17. 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.

### **18. 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.

### **19. 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 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.**

## **20. REVIEW PROCESS**

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

## **21. 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.

## **22. 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.

## **23. 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.

## **24. 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.

## **25. 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.

## 26. 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

18. Offer submitted by:
19. \_\_\_\_\_
20. \_\_\_\_\_
21. \_\_\_\_\_
22. \_\_\_\_\_
23. \_\_\_\_\_
24. \_\_\_\_\_
25. (Print or type business, corporate name and address)
26. 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:
27. Click or tap here to enter text.
28. Click or tap here to enter text.
29. Click or tap here to enter text.
30. Click or tap here to enter text.
31. 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.
32. 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.

\_\_\_\_\_  
Signature (applicant)

\_\_\_\_\_  
Signature (applicant)