

## REQUEST FOR PROPOSALS

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### **MID-TERM EVALUATION OF PORTFOLIO: “Transforming food systems to improve diet quality and resilience for the most vulnerable”**

**MINISTRY OF FOREIGN AFFAIRS ACTIVITY NUMBER 4000005271**

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

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## I. PROJECT BACKGROUND AND SCOPE OF WORK

### 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, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania, and Uganda. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

### BACKGROUND

In 2021, the Global Alliance for Improved Nutrition (GAIN) entered a grant agreement with the Ministry of Foreign Affairs of the Kingdom of the Netherlands (MFA) for the implementation of the portfolio “Transforming Food Systems to Improve Diet Quality and Resilience for the Most Vulnerable”. This programme focusses on market-based solutions leading to increased access to and consumption of affordable healthy diets by Base of Pyramid (BoP) consumers and their resilience to nutritional shocks in the 6 African countries Benin, Ethiopia, Kenya, Mozambique, Nigeria and Uganda. It seeks to do this through integrated food systems interventions organised around target nutritious food value chains in the focus countries, which are fostering sustainable change in demand, supply and the enabling environment for safe and nutritious foods. The activities are supported by a range of Global and cross-cutting activities as well as South-to-South learning. The target nutritious food value chains are: Vegetables in Kenya, Uganda, Benin; animal source foods in Mozambique, dairy in Ethiopia, and eggs in Nigeria.

This operates at three levels:

In the focal countries, we have combined our technical expertise across the food system, to develop integrated country programmes to improve access, desirability and the enabling environment for nutritious, safe foods.

In each technical area, we continue to develop models and approaches, drawing on expertise and experience across GAIN’s global portfolio which can be brought to bear within the country programmes as required.

Recognising the global framework as a driver of change in food systems, we continue to influence at that level.

An overview of all focal countries programmes, and the respective components can be found in Annex 1. Additionally, we present a table with an overview of the global and cross-cutting projects (Annex 2).

The total funding provided to GAIN is EUR **80,000,000** for the period from 1<sup>st</sup> January 2022 until 31 December 2026.

## SCOPE OF WORK AND DELIVERABLES

### 1.1 OVERALL OBJECTIVE OF MID-TERM EVALUATION

The overall objective of the mid-term evaluation is to evaluate the programme implemented during the first half of the grant period from 2022 to mid-2024 on 6 OECD criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability. The evaluation is intended to be formative, assessing the extent to which we are on track to accomplish what we set out to accomplish, and identify where adjustments may be required, and surface options to accelerate progress and improve potential for impact. As such it will provide insights into the fit of the programmes as designed within the MFA food and nutrition security policy and provide insights and inputs into what areas could be strengthened in future work with GAIN. Results of this mid-term evaluation will be updated and complemented as part of a summative end of programme evaluation, estimated for the second quarter of 2026.

Given the current operating environment, the methodology will be adapted. It will use the existing programme theory of change and results framework as basis for assessment. Data will draw on findings of existing independent evaluations of programme components already undertaken or in process (baseline currently available) and internal programme assessments (recent pause and reflect exercise). This will be complemented by review of other GAIN documents and key stakeholder interviews including Dutch missions, implementation partners, and independent experts as appropriate.

### 1.2 SCOPE AND APPROACH FOR THE MID-TERM EVALUATION

The evaluation will assess progress on the programme using the OECD, Network on Development Evaluation [criteria](#) as framework. Briefly, the evaluation will explore all 6 OECD criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability. That said, several criteria will be assessed as interim results (to be re-assessed in depth at endline), and others as final results (primary conclusions at midline and reassessment only in terms of any programmatic adaptations at endline).

Criteria	Midterm focus	Key research question (note the specific research questions are modified slightly from OECD criteria to adapt to the portfolio, as per OECD guidance)
Relevance	Final	Is the portfolio of projects and the programmatic approach appropriate to advance the stated mission of the programme (as aligned with MFA FNS results framework and FNS Methodological notes, GAIN strategies and international nutrition goals)? Are the nutrition priorities appropriate to the different target groups of the GAIN projects? Is the portfolio of projects aligned with national policies/national strategies of the MFA? What adaptations may be needed to align these?
Coherence	Final	How well does the approach fit in terms of compatibility with other MFA investments, both global and country-specific? Other actions in the sector? In specific geographic areas where activities have been implemented?  Are the various objectives and projects coherent and in synergy, especially at country level, to deliver the overall goal?
Effectiveness	Interim	Has the approach achieved / is it in the process of achieving its stated objective, including any differential results across the various countries and programmatic areas?  To the extent feasible, provide an interim overview of the potential results the programme might achieve (e.g. number of people reached) and the depth of that reach (e.g. reach through information, reach through availability and affordability of nutritious products, reach through behaviour change campaign, etc.). Based on the current planned activities and implementation efficiency, is the portfolio expected to achieve its reach goals by the end of the grant period?

Efficiency	Interim	<p>How well are the resources being used, and to what extent is the approach delivering results in an economic and timely fashion? Are there differences in efficiency across the various geographic and programmatic areas?</p> <p>To the extent feasible, provide an interim overview of the results (reach and depth of reach as noted above) in relation to the cost of the projects.</p>
Impact	Interim	<p>Is the portfolio of programmes making a difference in its stated areas of influence and geographies? In other words, to what extent has GAIN’s work under this grant agreement generated or can it be expected to generate significant positive or negative, intended or unintended, higher-level effects?</p> <p>Based on the current planned activities and implementation efficiency, is the portfolio expected to achieve its impact goals by the end of the grant period?</p>
Sustainability	Interim	<p>Are any benefits observed likely to last, to extend beyond the direct period of investment? For instance, to what extent is GAIN’s work being anchored into permanent structures and institutions (e.g. government, private sector/market, other organisations)?</p>

The final methodological approach for the evaluation will be developed by the evaluators, but will include at minimum the following:

Review of existing documents including:

- the programme’s overarching theory of change and results framework
- progress reports submitted to MFA
- design documentation, theories of change and results frameworks for selected programmatic areas
- where available, programme evaluations and assessment protocols (see Annex 3)

Virtual primary data collection to gather further insights from key stakeholders, including but not limited to:

- GAIN staff
- MFA and EKN staff
- Implementation partners and Government officials in select countries
- Key stakeholders in the nutrition and related communities and independent experts who know the sectors in country, but are not directly involved in GAIN programmes

Deep-dive into the following areas where closer insights would be useful for project scale up. As with the overall portfolio, these should be assessed using the same OECD criteria with a formative focus:

- To what extent is the Kenya model transferable to Uganda and Benin?
- To what extent do GAIN’s workforce nutrition interventions (direct and indirect) offer further opportunities for scale-up that are consistent with MFA goals?
- What opportunities are there to reinforce synergies between A1 and A2?
- To what extent is the Mozambique model (of using commercial/retailers as distribution points) replicable?
- To what extent can GAIN learn from the public procurement of the Nigeria’s school feeding programme (e.g., what possible contingency plan(s) can be used in future government lead initiatives)?

### 1.3 DELIVERABLES

- Inception report, including a further developed methodology and workplan
- Draft of final report prepared using structure agreed as part of inception
- Virtual “sense-making” workshop held with GAIN and MFA representative to review and provide input to findings and recommendations
- Final report
- Presentation slides (including a standalone summary slide) presenting the findings

#### 1.4 EXPERTISE REQUIRED

For this assignment, we seek a consultant or consortium of consultants who together having the following qualifications:

- Higher education (MSc, PhD is an advantage) in nutrition, public health, or related field
- Experience in the analysis and interpretation of nutrition related data
- Experience in evaluating large-scale international programmes, including demonstrated familiarity with application of OECD criteria
- Experience in implementing food and nutrition programmes
- Experience in research in one or several of the GAIN programme target countries is an advantage

## 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.

### CONTACT

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the GAIN RFP email address: [rfp@gainhealth.org](mailto:rfp@gainhealth.org) . with the subject line 'Question: Mid-term evaluation of GAIN A1 portfolio.' Queries sent by **10 June 2024 at 5:00pm CET** will be responded to via an online post on the website on **14 June 2024**. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

### BUDGET

Applicants are required to provide an illustrative budget in US Dollars, in a separate document. The budget ceiling is set at \$70,000 USD. Bidders whose proposals fall under this amount will receive preferential consideration in the selection process. The final budget will be elaborated as the scope of the assessment is clarified and as part of the contracting process. The budget submitted with this proposal should include (i) justification of overall value for money, (ii) a comprehensive budget justification, which should be presented for each category of costs including: personnel, cost of travel, including subsistence allowances, consultants, meeting/workshop, overhead if applicable, and miscellaneous expenses. All prices/rates quoted must be inclusive of all taxes/VAT as required.

### FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

- The proposal needs to be in English, and formatted and attached as two separate documents:
  - Technical proposal including:
    - An outline of the different activities to complete this work and methodological approaches addressing the evaluation building on this ToR, not to exceed four pages.
    - Detailed profiles (qualifications, expertise, relevant experience, etc.) of the agency or individual(s) who will be completing the work, including full names, expertise, relevant research publications, not to exceed two pages per individual/agency.
    - A summary of past experience (previous relevant research conducted in the last five years), not to exceed one page.
    - References (name, contact information) to vouch for past work.
  - Financial proposal outlining budget accompanied by a budget narrative (as explained above).

### SUBMISSION

Proposals should be in English and submitted in electronic copy to the following e-mail address: [rfp@gainhealth.org](mailto:rfp@gainhealth.org) . Please include '**Proposal Submission - Mid-term evaluation of GAIN A1 portfolio**' as the subject line.

## DEADLINE

Completed proposals should be submitted electronically to GAIN **before 11:59 pm Central European Time on 28 June 2024**.

**RFP Launch:** 30 May 2024

**Queries due:** 10 June 2024

**Query responses posted on website:** 14 June 2024

**Proposal Deadline:** 28 June 2024

**Award of Contract:** 26 July 2024 (estimated date)

**Signing of Contract:** 1 August 2024 (estimated date)

**Beginning of work:** 1 August 2024 (estimated date)

**Sense making workshop:** 26 September 2024 (estimated date)

**Final report due:** 15 December 2024

## 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.

## REVISIONS

Proposals may be revised by electronic mail and confirmed by hard copy 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.

## **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**

### **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 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.
- 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.**

## **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.

#### IV. OFFER OF SERVICES

1. Offer submitted by:

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(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.
- c) Click or tap here to enter text.
- d) 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)

\_\_\_\_\_ Click or tap here to enter text.

Signature (applicant)

## ANNEX 1: OVERVIEW OF THE COUNTRY-BASED PROGRAMMES, GLOBAL AND CROSS-CUTTING PROJECTS

In this Annex, we provide six tables for each country-base programmes with each respective outputs and subprojects.

KENYA – Vegetables for All		
Portfolio Outcome	Output	Subproject(s)
<b>Demand</b>	D.1.1 - Improved consumer awareness of alternative uses for vegetables in their meals	Improve consumption of vegetables
	D.1.2 - Consumer attitudes and beliefs on desirability for quality veg improved	Improve consumption of vegetables
	D.2.1 - Through a nutrition toolkit, partners improved their meal/vegetable offering	Improve consumption of vegetables
<b>Enabling Environment</b>	FS.1.3 - Issue saliency and decision-maker attitudes improve towards vegetable safety	Improve consumption of vegetables
	FS.1.4 - Improved dialogue and coordination to encourage collective action to improve food safety	Improve consumption of vegetables
	V.2.2 - Improved dialogue and coordination to encourage collective action for increased efficiency in the vegetable value chain	Planning & aligning - Food system transformation
	V.1.3 - Improved access and understanding of food systems data for decision making	Supporting and enabling country plans (Food Systems Dashboard)
<b>Access</b>	F.1.1 - Improved flow of information and goods among actors in the value chain of FFZ	Improve consumption of vegetables
	F.1.2 - Improved market infrastructure for vegetables	Improve consumption of vegetables; Resilient markets for the vulnerable
	V.2.1 - Improved sourcing models of vegetables at FFZ	Partnerships; SUN Business Network
	FS.1.1 - Traceability for safe vegetables is improved	Improve consumption of vegetables; Biofortification - TZ (Beans); Biofortification - PK
	FS.1.2 - GAP/GHP-compliant FFZ suppliers and vendors	Improve consumption of vegetables; Resilient markets for the vulnerable; Nutritious Food Financing Facility (N3F); Nutrition Impact at Scale
<b>Knowledge</b>	K.1.1 - Programme activities adapted as appropriate	Improve consumption of vegetables; Affordability and analytics; Programme monitoring
	K.1.2 - Learnings foster dialogue for wider systems change	Improve consumption of vegetables; Resilient markets for the vulnerable; Adolescent Nutrition BC intervention; Communications
<b>Cross-cut</b>	Cross-cut - Evaluation and Coordination	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment

MOZAMBIQUE – Animal Source Foods		
Portfolio Outcome	Output	Subproject(s)
<b>Demand</b>	D.1.1.1 - ASF Demand Generation (DG) strategy developed and target BoP population identified	Improve consumption of animal source foods; Affordability and analytics; Children and Food Systems
	D.1.2.1 - Target consumers are regularly exposed to DG campaign	Improve consumption of animal source foods
<b>Enabling Environment</b>	E.1.1.1 - Develop (with stakeholder input) advocacy roadmap detailing recommended policy changes to support the ASF business enabling environment and consumer acceptability/trust of ASF	Improve consumption of animal source foods; Planning & aligning - Food system transformation; Supporting and enabling country plans (Food Systems Dashboard)
	E.1.2.1 - ASF Steering Committee established, and Advocacy roadmap effectively implemented to strengthen government and private sector awareness of recommended policy changes	Improve consumption of animal source foods
<b>Access</b>	A.1.1.1 - Investment strategy and viable consumer-centred business models to support safe, nutritious, and affordable ASF products, reviewed and adapted to the context: a) enhance quality based on consumers' preferred products and characteristics, b) increased shelf life and decreased seasonality, c) better distribution channels to improve affordability and opportunities to purchase	Improve consumption of animal source foods
	A.1.2.X - Technical and financial support provided to businesses for processing/preservation/distribution of affordable ASF	Improve consumption of animal source foods; Nutrition Impact at Scale; Partnerships; SUN Business Network
	A.1.3.1 - ASF businesses have improved access to financing	Improve consumption of animal source foods; N3F
<b>Cross-cut</b>	Cross-cut – Evaluation, Coordination and Communications	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment; Programme monitoring; Communications

ETHIOPIA – Better Dairy for All		
Portfolio Outcome	Output	Subproject(s)
Demand	D.1.1 - Caregivers and influencers have increased knowledge, skills, and motivation for integrating dairy products into diets	Better Dairy for All
	D.1.2 - Workers have increased knowledge of the importance of dairy products and motivation to consume dairy products	Better Dairy for All; Workforce Nutrition (Bangladesh, Global, India)
	D.1.3 - School Community has increased knowledge of the importance of dairy products and motivation to make dairy products available to children	Better Dairy for All
Enabling Environment	E.1.1 - More support from government and private sector for safe dairy consumption agenda and improved dialogue and coordination to encourage collective action	Better Dairy for All; Planning and Aligning for Food System Transformation; Social Protection
	E.2.1 - Ethiopian government and partners involved in the project coordination and monitoring	Better Dairy for All
Access	A.1.1 - Cooperatives and milkhouses make more milk available with greater safety, reliability and more cheaply	Better Dairy for All; SUN Business Network; Nutrition Impact at Scale; Partnerships
	A.2.1 - Outlets, retailers or processors work with new/improved dairy dispensing models	Better Dairy for All
	A.3.1 - IPs and large farms provide affordable, diverse and safe dairy products to their workers	Better Dairy for All; Workforce Nutrition (Bangladesh, Global, India)
	A.4.1 - Schools make milk / dairy products available to young children in school settings	Better Dairy for All; Children and the Food System
Knowledge	K.1.1 - Programme activities adapted as appropriate	Better Dairy for All; Programme Monitoring; Affordability and Analytics
	K.1.2 - Learnings foster dialogue for wider systems change (including between cities and countries)	Communications
Cross-cut	Cross-cut – Evaluation and Coordination	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment

NIGERIA – Enhancing Access to Safe and Nutritious Diets (ENSAND)		
Portfolio Outcome	Output	Subproject(s)
<b>Demand</b>	3.1.1 - Messages delivered to caregivers about the benefits of consuming eggs, and how to prepare different egg-based recipes	Enhancing Access to Safe and Nutritious Diets (ENSAND)
<b>Enabling Environment</b>	2.1.1 - Improved implementation strategies and menus for HGSFP developed.	ENSAND; Children and Food Systems
	2.2.1 - Stakeholders at all levels of government understand the project's objectives, and contribute their inputs to its implementation process, including information on cost-effectiveness and value and fit with government priorities in the UNFSS national pathway	ENSAND; Planning and Aligning for Food System Transformation; SMEs maize flour fortification (Tanzania); Social Protection
<b>Access</b>	1.1.1 - PAN, other lead aggregators and HGSFP key capacity gaps identified, and response plan developed for implementation	ENSAND; SMEs maize flour fortification (Tanzania)
	1.1.2 - Appropriate capacity building protocols, manuals and guidelines developed to guide and ensure effective delivery of PAN and other lead egg aggregators' and HGSFP team's priority capacity need	ENSAND
	1.1.3 - The capacity of PAN, other lead aggregators and HGSFP team built on effective egg procurement and distribution, monitoring and evaluation including programme management	ENSAND; SMEs maize flour fortification (Tanzania)
	1.2.1 - Facilitated technical assistance and capacity building on key gaps affecting the distribution for PAN and other lead egg aggregators such as logistic and distribution management, procurement management, monitoring & evaluation	ENSAND; N3F
	1.3.1 - Facilitated/linked PAN and other lead egg aggregators to financial opportunities including but not limited to pitch competitions, microfinance schemes, private sector investors etc.	ENSAND; Nutrition Impact at Scale; Partnerships; SUN Business Network; SMEs maize flour fortification (Tanzania)
<b>Knowledge</b>	4.1.1 - Programme activities adapted as appropriate	Programme Monitoring; Affordability and Analytics
	4.1.2 - Learnings foster dialogue for wider systems change (including between cities and countries)	Communications; SMEs maize flour fortification (Tanzania)
<b>Cross-cut</b>	Cross-cut – Evaluation and Coordination	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment

UGANDA – Vegetables for All		
Portfolio Outcome	Output	Subproject(s)
Demand	D.1.2 - Communication campaign and promotion strategy at retail based on understanding of consumer perceptions & habits related to vegetables, and vendor research, lead consumers to improve their attitudes and beliefs regarding vegetables in their meals	Improving consumption of vegetables; Biofortification Tanzania (Beans); Biofortification Pakistan
Enabling Environment	E.1.2 - Relevant stakeholders are aware of GAIN's distribution and promotion strategy for vegetables and interested to extend to other nutritious foods	Improving consumption of vegetables; Biofortification Tanzania (Beans); Biofortification Pakistan
	E.2.1 - Critical relationships established and priorities for food systems transformation identified	Improving consumption of vegetables; Planning and Aligning for Food System Transformation; Partnerships
	WN1 - Engagement to advance business practices for improving nutrition – strengthen the environment, leverage policy enablers, convene organisations, foster dialogue and information exchange	Improving consumption of vegetables
Access	WN2 - Implementation simplified and organisations equipped to improve workforce nutrition	Improving consumption of vegetables
	SME - SMEs supported to make safe and nutritious foods available	Improving consumption of vegetables; Nutrition Impact at Scale; N3F
Cross-cut	Desing - Establishing presence and designing interventions	Improving consumption of vegetables
	E.1.1 - Programme activities adapted as appropriate	Improving consumption of vegetables; Programme Monitoring
	Cross-cut – Evaluation, Coordination and Communications	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment; Communications



BENIN – Vegetables for All		
Portfolio Outcome	Output	Subproject(s)
Demand	D.2.1 - Promotional strategy for vegetable purchase and consumption among urban BoP population is executed and refined on monitoring data	Improving consumption of vegetables; Biofortification Tanzania (Beans)
	D.3.1 - Improved knowledge on distribution strategies for enhancing quality and promotion of vegetable offering and promotion of vegetable offering at point-of-purchase	Improving consumption of vegetables; Biofortification Pakistan
Enabling Environment	B.1.1 - Labs equipped and trained, and their capacity to undertake micronutrient analysis of labs (including QA/QC) improved	Large Scale Food Fortification (India)
	B.1.2 - Food control and standard agencies' capacity to monitor fortified foods strengthened	Large Scale Food Fortification (India)
	EE - Critical relationships established and priorities for food systems transformation identified	Developing a targeted country programme; Planning and Aligning for Food System Transformation; Biofortification Tanzania (Beans); Partnerships
Access	D.1.1 - Locally relevant sourcing model is implemented and refined based on monitoring data, leading to strengthening VBN's market linkages and improved quality of vegetable offering in target areas catering to BoP consumers	Improving consumption of vegetables; Biofortification Tanzania (Beans); Biofortification Pakistan
	S1 - Dissemination of responsible business practices and fostering commitments	SUN Business Network; Nutrition Impact at Scale
	S2 - Businesses connected to partners that may provide supportive technical assistance, access to finance or business development support	SUN Business Network; N3F
	A.1.1 - Potential domestic suppliers for safe and nutritious fortified foods are identified and linked to schools	Large Scale Food Fortification; Children and Food Systems
	A.1.2 - Fortification firms' support needs identified	Large Scale Food Fortification
	A.1.3 - Firms equipped with quality assured inputs, supporting tools and technical knowledge on quality fortification	Large Scale Food Fortification (India)
Cross-cut	Cross-cut – Evaluation, Coordination and Communications	Cross portfolio Coordination; Assessing impact (evaluation); Systems Strengthening (HR, IT, FI); Environment; Programme monitoring; Communications

## ANNEX 2: OVERVIEW OF GLOBAL AND CROSS-CUTTING PROJECTS

The following table shows which food system dimension and portfolio outcome the global and cross-cut projects outputs contribute to.

Food System dimension	Global and cross-cutting projects: summary description of outputs	Contribution to Portfolio Outcomes
<b>Food Supply Chains</b>	Business Model Research (BMR)/NI@S: Body of knowledge on nutrition positive business models that reach poor developed, understood, and scaled by governments and development partners	• Enabling Environment
	Scaling Up Nutrition Business Network (SBN): Improved Business Practices for Nutrition through SBN networks	• Enabling Environment
	Nutritious Food Financing Facility (N3F): Investors increase their level of nutrition-positive investments, making more funding available for SMEs	• Enabling Environment • Access
	Resilient Markets: Informal food market food and nutrition security agenda shared in global fora and with cities	• Enabling Environment
	Nutrition Connect & IFSS: Knowledge mobilisation for more effective public-private engagement for nutrition	• Enabling Environment
<b>Consumer Behaviours</b>	Food Culture Alliance: support to in-country implementation of sociocultural strategy to increase demand for nutritious foods	• Demand
	Workforce Nutrition Alliance: 1) increased number of workforce nutrition programmes that enable access to nutritious and safe foods for workers and their communities; 2) increased awareness and demand among employers for workforce nutrition and 3) Increased governance, incentives, and guidance for employers to act and improve on workforce nutrition	• Demand • Enabling Environment • Access
	Global Fortification Models: Learning from programmatic approaches and partnerships in fortification to strengthen global advocacy and business models and innovations in countries	• Enabling Environment • Demand
<b>Policy and Governance</b>	National planning, partnerships and engagement: Food systems actors see their role in and take actions that support healthier diets	• Enabling Environment
	Youth and Food Systems: A stronger, more mobilised community of young people engaged in food systems transformation	• Enabling Environment • Demand
	Social Protection: Increased availability and affordability of nutritious foods via Social Protection programmes	• Enabling Environment
	Food Systems Dashboard and Countdown to 2030 Report: More effective data-based actions and policies and projects taken by governments, businesses and civil society to advance the transformation of food systems	• Enabling Environment
<b>Drivers</b>	Environment: Effective action for transforming food systems for both nutrition and environment contributes to healthier and sustainable diets	• Enabling Environment
	Dutch Engagement: A strong Dutch diamond network in support of the global food and nutrition security agenda	• Enabling Environment
	Post UN FSS agenda supported to ensure effective public and private sector action for food systems transformation	• Enabling Environment

### ANNEX 3: OVERVIEW OF DOCUMENTS TO BE REVIEWED BY EVALUATORS

TYPE OF DOCUMENT	DESCRIPTION	NAMES	DOCUMENT NAME	DOCUMENT DESCRIPTION / COMMENTS
<b>A. GAIN</b>	GAIN's organisational strategy	N/A	a. GAIN organisational strategy 2023-2027	
			b. GAIN's organisational ToC	
			c. Board report	This board report gives an example of how GAIN reports to the board, how we evaluate our own progress twice a year (June/Dec).
<b>B. Dutch Ministry of Foreign Affairs (MFA)</b>	DIETS strategy	N/A	a. Strategy document	MFA strategy
			b. MFA results framework and supporting info	
<b>C. Proposal and Contract</b>	Original proposal for A1 grant and grant agreement	N/A	a. Final GAIN Proposal 2022-2026	GAIN proposal sent to MFA in October 2021
			b. Grant decision – 18 November 2021	Original contract
			c. Approval on liquidity request	Letter approving GAIN's request to change the payment schedule
<b>D. Reports and Plans</b>	Inception reports, annual progress reports and annual plans sent to MFA	2022 Inception Reports and 2023 Annual Plan	Revised overall Inception Report and Annual Plan 2023	Main document. Submitted 1 May 2023
			<i>Annexes</i>	21 Annexes including project plan, results framework, 2023 budget, inception report by country, logic model and project plan by country, inception activities and scoping studies by country.
		2022 Annual Progress Report	Annual Progress Report 2022 GAIN	Main document. Submitted 1 May 2023
			<i>Annexes from 1b to 4d</i>	10 Annexes including financial report, financial audit report, results framework, inception activities and scoping studies, MEAL plan, and monitoring plan for Kenya, Mozambique, Ethiopia and Nigeria.

	2023 Annual Progress Report	Annual Report 2023 GAIN	Main document. Submitted 3 May 2024
		<i>Annexes from 1a to 4</i>	6 Annexes including financial report, financial audit report, results framework, monitoring plan for Uganda, and list of knowledge products and publications.
	2024 Annual Plan	Annual Plan 2024 – MFA 1st November 2023	Main document. Submitted 1 November 2018
		Annex 1 – Results Framework Annex 2 – 2024 Budget	
<b>E. Evaluations and assessment</b>	Baseline surveys	Household Surveys and Value Chain Actor Surveys	Baseline reports from Kenya, Mozambique, Nigeria
<b>F. Internal Review</b>	Pause and reflect	Summary Findings of the Pause & Reflect exercise	Potential model for ongoing project improvement across all projects, entailing comprehensive data gathering followed by facilitated workshops for each project with the A1 portfolio.

Other documents can be obtained upon request.