REQUEST FOR PROPOSALS – SERVICES

PROVISION OF CONSULTANCY SERVICES FOR A WHOLEGRAIN MAIZE VALUE CHAIN MILLERS' ASSESSMENT

Issued by

The Global Alliance for Improved Nutrition (GAIN)

Uganda Country Office

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 AND TIMESCALES

The purpose of this RFP is to engage a qualified consulting firm to assess the capacity and operational status of existing maize millers in six (6) districts in Eastern Uganda, including business registration status, ownership, key contact persons, hulling and milling machine capacity, storage capacity, daily production volumes, customer segments (schools, workplaces, households, and other institutions), their needs to improve their operation and compliance with quality standards, including UNBS certification.

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	24th August 2026
Deadline for Bidders to submit questions	31st August 2026
Deadline for GAIN to respond to clarifications	1st September 2026
RFP closes - deadline for submission	4th September 2026
GAIN clarifications, evaluation, and governance	7th September 2026
Contract award - subject to negotiation and due diligence checks	08th September 2026
Planned contract signature date	10th September 2026
Date by which all work is to be completed	10th October 2026

III. THE OPPORTUNITY

3.1 BACKGROUND

Maize is one of the most widely consumed staple foods in Uganda and plays a critical role in food security and livelihoods. However, high maize consumption masks a significant nutrition challenge. Most maize consumed in Uganda, particularly in urban areas, is processed into refined flour (commonly known as posho), which removes the bran and germ during milling. This process significantly reduces the nutritional value of maize by stripping away essential nutrients, including dietary fibre, iron, zinc, B-vitamins, and other beneficial bioactive compounds.

According to the Uganda Bureau of Statistics (UBOS, 2023), over 80% of urban households consume refined maize flour, which contains approximately 30–40% fewer micronutrients than wholegrain maize flour. This loss of nutrients contributes to poor dietary quality and undermines efforts to address malnutrition. In Eastern Uganda and other maize-producing regions, refined maize flour remains the dominant product despite the availability of technologies that can support wholegrain processing.

Uganda continues to face a significant malnutrition burden, with approximately 29% of children under five years of age affected by stunting. The Government of Uganda, through the Uganda Nutrition Action Plan (UNAP II), aims to reduce stunting from 29% to 19% through a range of interventions, including food fortification, dietary diversification, and improved access to nutritious foods. Wholegrain maize processing presents an important opportunity to contribute to these national nutrition goals by preserving naturally occurring nutrients while also providing a platform for targeted fortification to address micronutrient deficiencies.

Evidence from several studies demonstrates the nutritional advantages of wholegrain maize. Research conducted in Malawi found that dehulling maize resulted in nutrient losses of approximately 9.8% for protein, 61.7% for zinc, and 47.7% for iron. The bran and germ, which are removed during refining, contain valuable dietary fibre, phytochemicals, and bioactive compounds such as tocols, phytosterols, and phenolic compounds that provide antioxidant and health-promoting benefits. Wholegrain maize flour retains these nutrients and compounds in their natural form, enabling consumers to benefit from micronutrients, fibre, and protective compounds that cannot be fully restored through fortification alone.

Beyond nutrition, promoting wholegrain maize presents a significant economic opportunity. Small and medium-scale millers play a critical role in Uganda's maize value chain but often face challenges related to limited processing capacity, inadequate technical skills, weak market linkages, and insufficient coordination among value chain actors. Strengthening wholegrain processing, improving market demand, and facilitating institutional procurement can increase business opportunities for millers while improving nutrition outcomes and enhancing livelihood resilience for farming and processing communities.

3.2 PURPOSE OF THE ASSIGNMENT

The purposes of this assignment are to: assess the capacity and operational status of existing maize millers, including business registration status, ownership, key contact persons, hulling and milling machine capacity, storage capacity, daily production volumes, customer segments (schools, workplaces, households, and other institutions), their needs to improve their operations, and compliance with quality standards, including UNBS certification. The assessment will be conducted in six (6) districts in Eastern Uganda.

3.3 KEY TASKS AND DELIVERABLES

3.3.1 Key Tasks and Responsibilities

The Service Provider shall undertake the following tasks:

1. Develop the assessment methodology, work plan, and data collection tools.
2. Identify and map existing maize millers across six (6) districts in Eastern Uganda.
3. Conduct field assessments and collect data on business registration status, ownership, and key contact persons.
4. Assess hulling and milling machine capacity, storage capacity, and daily production volumes.
5. Analyze customer segments served, including schools, workplaces, households, and other institutions.
6. Assess operational challenges, business needs, and growth opportunities.

7. Evaluate compliance with quality standards, food safety requirements, and UNBS certification status.
8. Identify gaps in equipment, infrastructure, quality management systems, and business processes.
9. Based on assessment findings, develop a business case for investing in whole grain maize flour production and consumption for millers and institutional buyers, covering demand potential, key operational requirements, and priority recommendations for scale-up.
10. Validate findings and recommendations with key stakeholders, including maize millers, schools, public institutions, and relevant government agencies.
11. Prepare and submit a comprehensive assessment report with recommendations for capacity strengthening, quality compliance, and investment in wholegrain maize flour.

Key Deliverables

1) Inception report outlining the methodology, work plan, and assessment tools.
2) Database of maize millers, including business profiles and contact information.
3) Completed assessment questionnaires and field assessment records.
4) Operational capacity assessment report detailing milling, hulling, storage, and production capacities.
5) Customer segmentation analysis report.
6) Needs assessment report highlighting operational constraints and support requirements.
7) Quality standards and UNBS compliance assessment report.
8) Gap analysis report identifying capacity, infrastructure, and compliance gaps.
9) Comprehensive Business Case for Wholegrain Maize Flour Investment, including:
    - Demand indicators from millers, schools, and public institutions.
    - operational feasibility readiness findings.
    - Nutritional and public health benefits.
    - Priority recommendations for investment and scale up.
10) Stakeholder validation workshop report.
11) Final assessment report with findings, conclusions, and recommendations.

Key Performance Indicators (KPIs)

- Assessment methodology and tools developed and approved within the agreed timeline.
- Number of maize millers identified and mapped.
- Percentage of targeted maize millers successfully assessed.
- Percentage of millers with complete business registration information captured.
- Percentage of millers with valid business registration.
- Percentage of millers with valid UNBS certification.
- Percentage of millers meeting minimum quality and food safety standards.
- Number of millers assessed for milling, hulling, storage, and production capacity.
- Percentage of millers with customer segment data documented.
- Number of operational challenges and business support needs identified.
- Number of compliance and capacity gaps identified.
- Business case for wholegrain maize flour developed and validated.
- Number of maize millers assessed for readiness to produce wholegrain maize flour.
- Number of institutional customers (schools and public institutions identified as potential buyers of whole grain maize flour through miller assessments
- Evidence of demand, potential and operational readiness operational feasibility documented in the business case.
- Number of recommendations identified to support investment and scale-up of wholegrain maize flour production and consumption.
- Number of stakeholders engaged in the validation process.
- Final assessment report submitted and approved within the agreed timeline

3.4 BUDGET

Applicants are required to provide a detailed budget in Uganda Shillings. The final budget amount will have to be approved by the organisation before starting the project. 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. The budget range is UGX 35,000,000 to UGX 45,000,000.

3.5 CONTRACT GOVERNANCE

Review meetings: The successful bidder will attend weekly coordination meetings (virtual or in-person, as agreed) with GAIN to share progress. A final review meeting will be held in the last week of the contract to discuss findings and confirm acceptance of deliverables.

Key Performance Indicators (KPIs): The consultant's performance will be assessed against specific indicators detailed in **the Key Performance Indicators above**. Performance will be reviewed weekly, with a final report shared at contract close.

Performance Review Process:

- Submission of inception report with the detailed data collection tools
- Weekly key performance indicators and key deliverables
- Submission of the final report

3.6 SERVICE LEVELS

1. Responsiveness and Communication

- Acknowledge all official communications from GAIN within 48 hours
- Participate in scheduled coordination meetings (virtual or in-person as agreed)
- Designate a focal person responsible for day-to-day coordination
- Provide immediate notification (within 4 hours) of any safeguarding concerns, safety incidents, or critical operational issues

2. Work Planning and Timeliness

- Deliver all agreed outputs within the timelines approved by GAIN
- Notify GAIN at least 5 days in advance of any risks or delays affecting delivery
- Submit weekly work plans, outlining activities, resource allocation, and expected outputs

3. Quality of Deliverables

- All outputs must meet agreed technical, nutrition, and market standards
- Deliverables must be practical, context-appropriate, and aligned with value chain best practices
- All materials are subject to GAIN review and approval before final acceptance
- All data submitted must be verifiable with supporting documentation (e.g., attendance lists, order records, photos)

4. Reporting and Documentation

- Submit all reports according to the specified timeline (see Annex for weekly and monthlyProvide complete documentation of deliverables (reports, tools, photos, data where applicable)
- All reports must be submitted in agreed formats and timelines
- Maintain an organized filing system for all project documentation accessible to GAIN upon request

5. Ethical and Professional Conduct

- Adhere to safeguarding, confidentiality, and ethical standards
- Ensure respectful engagement with all value chain actors
- Comply with the GAIN's policies and guidelines
- Obtain informed consent from all participants before collecting personal data or photos

Contract duration: ***1 month***

3.7 PAYMENT PROFILE

The payment schedule is 30% on contract signing, 40% payment upon receiving the draft report, and 30% payment upon receiving the final report.

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, 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.

4.1 GAIN CONTACT

The following individual is the nominated contact for this RFP.

- **Name/role: Scovia Tumuhairwe/ Procurement Officer**
- **Email address: stumuhairwe@gainhealth.org**

4.2 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.

4.3 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.

4.4 SUBMITTING YOUR RESPONSE

The Proposal and any accompanying documents must be in English.

Bidders must submit their Proposal in the following way:

Email to the contact's email address: Miller's deliverables as outlined in Section II.

- Demonstrate a clear understanding of the technical requirements of this RFP:
- Providing detailed technical documentation of the proposed strategy.
- Evidence of experience delivering solutions using the proposed information technology platform.
- The creative and methodological approaches required to implement each of the parts of the scope of work.
- The service provider must have the required *licenses/authorization to carry out health checks.*

Comprehensiveness of the work plan and reasonableness of the 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 the 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.

V. TERMS AND CONDITIONS

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

5.1 JURISDICTION

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

5.2 LATE PROPOSALS

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

5.3 DISCLAIMERS

Bidders will not be compensated for costs incurred in preparing proposals, submitting revised proposals or participating 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

5.4 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 that 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.

5.5 AMENDMENTS

Prior to the final date for submission of the 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.

5.6 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.

5.7 WITHDRAWALS

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

5.8 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.

5.9 ASSUMPTIONS

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

5.10 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 are also bound and comply with this condition of confidentiality.

5.11 FEEDBACK TO UNSUCCESSFUL BIDDERS

GAIN appreciates that significant time and resource go in to 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.

5.12 INCONSISTENCIES AND OMISSIONS

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

5.13 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).

5.14 DISCLAIMERS

Whilst the material in this RFP and the information have 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.

5.15 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 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 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.

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 phone number	
Company contact email address	
Bank where account is held (name of the bank)	
Name on the payment bank account (individual/company name)	
Bank Account Number	
Swift/BIC Number - if not applicable, please put N/A IBAN Number - if not applicable please put N/A	

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