

Request for Proposals – Services

CONSULTANCY TO DEVELOP A PRIVATE SECTOR ENGAGEMENT STRATEGY FOR THE SCALING UP NUTRITION “SUN” MOVEMENT

Issued by

The Global Alliance for Improved Nutrition (GAIN)

Switzerland

CONTENTS

I. INTRODUCTION	2
II. BACKGROUND & TIMESCALES	2
III. THE OPPORTUNITY	4
IV. INSTRUCTIONS TO BIDDERS	5
V. TERMS & CONDITIONS	8
VI. OFFER OF SERVICES	12

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

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

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

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

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

I. Introduction

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, we aim to transform food systems so that they deliver more nutritious food for all people.

At GAIN, we believe that everyone in the world should have access to nutritious and safe food. We work to understand and deliver specific solutions to the daily challenge of food insecurity faced by poor people. By understanding that there is no “one-size-fits-all” model, we develop alliances and build tailored programmes, using a variety of flexible models and approaches.

We build alliances between governments, local and global businesses, and civil society to deliver sustainable improvements at scale. We are part of a global network of partners working together to create sustainable solutions to malnutrition. Through alliances, we provide technical, financial and policy support to key participants in the food system. We use specific learning, evidence of impact, and results of projects and programmes to shape and influence the actions of others.

Headquartered in Geneva, Switzerland, GAIN has representative offices in the Netherlands, the United Kingdom, and the United States. We currently have a presence and conduct programming activities in Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania and Uganda.

II. Background & timescales

The purpose of this RFP is to engage the services of a qualified individual consultant or consulting firm for 75 – 90 days to develop a **Private Sector Engagement (PSE) Strategy aligned with the SUN Movement Strategy (2026 – 2030)**.

The SUN Movement is uniquely structured as a country-led and country-owned initiative, with 67 member countries. Its strength lies in its inclusive multi-stakeholder model, uniting governments, over 5,000 civil society organisations, 1,500 enterprises, 15 United Nations agencies, and donors to end all forms of malnutrition. SUN is a neutral broker sitting above institutional mandates, aligning efforts across ministries, sectors and partners to foster trust, coherence and accountability. Under [the SUN 4.0 Strategy](#), this role will deepen, with the Movement explicitly built on expanded cooperation. Lasting progress in nutrition depends on shared responsibility, mutual respect and complementary action principles that define how SUN operates.

Since 2010, the SUN Movement has inspired a new way of working collaboratively to end malnutrition, in all its forms. With the governments of SUN Countries leading, it unites people from civil society, the United Nations, donors, businesses, and researchers in a collective effort to improve nutrition. In December 2025, the SUN Movement launched its SUN 4.0 Strategic Framework (2026–2030), which continues to highlight the importance of nutrition as a universal agenda and integral to achieving the Sustainable Development Goals (SDGs).

By 2030, the SUN 4.0 Strategy sets out three strategic objectives (SOs): 1) To Strengthen & Sustain Strong Policy and Advocacy Environments, 2) To Enhance Sustainability, Knowledge Management and Capacity Strengthening, 3) To Increase Sustainable Financing for Nutrition. These objectives will allow SUN countries to:

- ✓ Draw on more diverse sources of ODA, including for fragile contexts, and increase domestic financing for nutrition.
- ✓ Secure sustained technical assistance, especially in fragile and conflict-affected settings.
- ✓ Fully integrate nutrition into key sector plans from climate resilience and health to social protection and education.
- ✓ Strengthen links between humanitarian, development and peace efforts in fragile states.
- ✓ Access greater climate finance to support nutrition and health outcomes.
- ✓ Build stronger local evidence and technical capacity, including locally rooted knowledge and learning systems.

Engagement with the private sector remains a challenge for countries, with 75 per cent identifying it as a functional capacity gap, alongside resource mobilisation, financial planning, and donor round tables (72 per cent). The private sector, broadly defined as the segment of the economy owned and operated by individuals and companies for profit, distinct from government-controlled entities, plays a pivotal role in the availability, affordability, and accessibility of healthy and nutritious foods for all. SUN 4.0 aims to deepen systemic change and ensure financial sustainability for nutrition, making the private sector an important partner.

Specific Objectives

The Strategy will succinctly demonstrate pathways to:

- Support governments in their efforts to establish clear regulatory frameworks (e.g. responsible marketing, mandatory fortification standards, etc.) and build the capacity of the private sector to comply with these policies.
- Support the civil society and other SUN stakeholders to benefit from clear regulatory frameworks, safeguards, and principles of engagement with the private sector.
- Strengthen the support and engagement of the private sector along the food supply chain, from farm to fork, including capacity-strengthening and better access to financing.
- Promote and work through the implementation of the Global Compact for Nutrition Integration to bring in new stakeholders and financiers into the nutrition space
- Link nutrition outcomes to measurable indicators such as women's empowerment, food affordability and reduced malnutrition rates to help investors align financial performance with human capital gains.
- Build relationships and collaborate with MDBs, DFIs, public development banks (PDBs) and other movements (such as the Global Alliance Against Hunger and Poverty) for nutrition integration across sectors at country level.
- Facilitate collaborative agreements, business and investor platforms (e.g. the Agri-PDB platform hosted by the International Fund for Agricultural Development and the Finance in Common platform hosted by Agence Française de Développement) that garner wider stakeholder support for nutrition.
- Promote the use of standardised tools, guidelines and investment pipelines for nutrition, framed around lessons learned.
- Create and strengthen accountability frameworks for companies in the food sector and other nutrition-relevant sectors (e.g. through the Access to Nutrition Initiative and the World Benchmarking Alliance). This includes developing metrics and standards and strengthening the enabling food environment for responsible investment to ensure the availability of healthy food.
- Advocate for private-sector action with gender-transformative practices within their supply chains and workplaces, including empowering women- and youth-led businesses.

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	17 August 2026
Deadline for Bidders to submit questions	30 August 2026
Deadline for GAIN to respond to clarifications <i>Clarifications will be posted on the GAIN website as FAQ</i>	4 September 2026
RFP closes - deadline for submission	10 September 2026 23:59 CEST
GAIN clarifications, evaluation & governance	20 September 2026
Contract award - subject to negotiation & due diligence checks	30 September 2026
Planned contract signature date	5 October 2026
Date by which all work is to be completed	30 January 2027

III. The Opportunity

GAIN is recruiting an individual consultant to develop a strategy for the SUN Movement aligned with the SUN 4.0 strategy in collaboration with all Networks of the Movement and partners.

Deliverables & Timescales

Deliverables	Indicative Timescales
1. Inception report with b. Situational analysis c. A workplan d. Risk analysis and mitigation measures e. Stakeholder engagement plan	12 October 2026
2. A mapping report of all SBN national alliances, including private sector needs	15 November 2026
3. Draft private sector engagement strategy	30 November 2026
4. Minutes/resolutions of all attended SUN and SUN partners' events on private sector in food systems with a particular focus on nutrition	15 January 2027
30 Organise a stakeholders' validation meeting and submit the meeting report	15 January 2027
Final and approved report with a. Private sector engagement strategy b. Principles of Private Sector Engagement Framework c. 8 country engagement roadmaps d. All materials used	30 January 2027

Note: dates are provisional at this stage and are subject to change.

Budget

The total indicative budget ceiling for this consultancy is **USD 35,000** inclusive of all professional fees, subsistence, communications, taxes (if applicable), and any other costs required to successfully deliver the assignment.

This budget is provided for planning purposes only and does not constitute a commitment by the Client to award the full amount. Bidders are expected to submit a detailed financial proposal that

demonstrates value for money and aligns with the proposed methodology, level of effort, and deliverables.

GAIN reserves the right to negotiate the final contract value with the selected consultant and may award a contract for an amount below the indicative budget ceiling, depending on the quality of the proposal, the proposed approach, and available funding.

Location

The Consultant is expected to work remotely from anywhere in the world, with preferences for the Netherlands, Switzerland, and Kenya.

Contract Governance

The consultancy will be managed by GAIN through a designated Contract Manager, who will serve as the primary point of contact for all contractual and technical matters. The Contract Manager will oversee the implementation of the assignment, review and approve deliverables, facilitate access to relevant information and stakeholders, and provide timely feedback to support successful completion of the consultancy.

The Consultant shall maintain regular communication with the Contract Manager and provide progress updates as agreed during contract inception. Any significant issues, risks, or anticipated delays that may affect the delivery of the assignment shall be communicated promptly, together with proposed mitigation measures.

The GAIN reserves the right to monitor the Consultant's performance throughout the duration of the contract and to take appropriate action in accordance with the terms and conditions of the agreement where performance is unsatisfactory or contractual obligations are not fulfilled.

Payment Profile

The Consultant shall be rewarded based on the satisfactory completion and acceptance of the agreed deliverables as set out in the service contract.

The financial proposal shall include a payment schedule allocating the contract value across the key deliverables. Payments will be made only after GAIN has reviewed and formally accepted each deliverable in writing.

The Consultant shall submit an invoice upon completion and acceptance of the relevant deliverable, together with any supporting documentation requested by GAIN.

IV. Instructions to bidders

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

Bidders should read these instructions carefully before completing their submission.

GAIN contact

The following individual is the nominated contact for this RFP.

- **Name/role:** Aimé Garlas Kwizera, Programme Lead – Nutrition Enterprise Development
- **Email address:** aikwizera@gainhealth.org

Queries and clarifications

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

Preparing your response

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

Submitting your response

The Proposal and any accompanying documents must be in **English**

Bidders must submit their Proposal in the following way:

Email to contact's email address. The subject heading of the email should be **Consultant – SUN PSE Strategy**. All submitted documents must be viewable using the Microsoft Office suite of applications. Your submission should not exceed 30MB.

Your submission must include the following:

Technical proposal:

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

- A CV of the individual who will be completing this work
- Approach and methodology, including timescales and milestones
- Understanding and experience, including two relevant examples of comparable work

Financial proposal:

- Detailed budget (see Notes on Budget below)
 1. Signed Offer of Services (see section V: Offer of Services below)
 2. If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America, please include a copy of your W-9 form with your submission

Notes on submissions

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

2. Respondents are permitted to use AI tools in the development of their Proposals. We recognise that these tools can enhance efficiency and quality when used responsibly.
3. Any AI use must be disclosed in a brief statement identifying: (1) where in the proposal AI was used, (2) how it was used (e.g., drafting, editing, summarising), and (3) why it was used in that context.
4. AI use will not negatively affect evaluation scoring. However, failure to disclose known AI use could affect the eligibility of the Proposal. All submitted content remains the full responsibility of the respondent.

Notes on budget

- As a donor funded organisation, GAIN is committed to achieving value for money in all our procurements.
- The Consultant is expected to travel internationally in Africa, Europe and Asia. Any travel required to undertake this assignment will be coordinated and fully funded by GAIN in accordance with the travel policy. Where travel cannot be arranged directly by GAIN, or partially paid by GAIN, approved travel expenses will be reimbursed upon submission of original supporting documentation and in line with GAIN's applicable travel reimbursement procedures. Applicants must therefore exclude travel-related costs from their financial proposals.
- Submitted rates and prices are to be deemed to include all costs, insurances, taxes, fees, expenses, and other things necessary for the performance of the requirement.
- Any charge not stated in the Proposal as being additional will not be allowed in any resultant contract.
- We are looking for full cost disclosure: there must be an appropriate breakdown of costs to allow for price visibility.
- All rates and prices submitted must be in United States Dollars, and any contract arising from this RFP will be in United States Dollars.

Notes on evaluations

- GAIN may choose to shortlist Bidders at any stage of the process.
- GAIN reserves the right to negotiate on the final costs, and the final scope of work of the proposal.
 5. GAIN reserves the right to limit or include third parties at GAIN's sole and full discretion in the evaluations process, where it feels this would be beneficial
- Bidders should note that GAIN may award a Contract on the basis of the original Bid received and may, at its absolute discretion, undertake any or all of the following processes:
 - shortlisting
 - taking up references
 - undertaking presentations or meetings
- 6. entering into a dialogue with one or more Bidders.

Evaluation criteria

GAIN seeks an experienced individual consultant with demonstrated expertise in private sector engagement, nutrition, food systems, and strategy development. The consultant should possess the technical, analytical, and facilitation skills required to develop a practical and evidence-based Private Sector Engagement Strategy for the SUN Movement.

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

Understanding of the scope of work

- Proposal shall demonstrate a clear understanding of the project objective and 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 similar projects
- 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.

Ideal Candidate

- i. At least 10 years of progressively professional experience in private sector engagement, market systems development, agribusiness, nutrition, food systems, or international development.
- ii. An advanced university degree (Master's or higher) in Business Administration, Economics, Agricultural Economics, Nutrition, Food Systems, International Development, or a related field.
- iii. Demonstrated experience developing organisational or private sector engagement strategies for international organisations, governments, development partners, or global initiatives.
- iv. Proven knowledge of responsible private sector engagement principles, including partnerships, inclusive business, public-private collaboration, and responsible business practices.
- v. Strong understanding of global nutrition, food systems transformation, and sustainable development agendas, including experience working on issues related to healthy diets, food security, or nutrition.
- vi. Demonstrated experience facilitating multi-stakeholder consultations involving governments, private sector, civil society, donors, UN agencies, and development partners.
- vii. Excellent analytical, research, stakeholder engagement, and strategic writing skills.
- viii. Experience working across low- and middle-income countries, particularly in Africa, Latin America, and Asia.
- ix. Excellent written and spoken English. Knowledge of French would be an asset.

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.

Jurisdiction

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

Late Proposals

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

Disclaimers

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

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

GAIN reserves the absolute right to:

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

Acceptance of Proposals

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

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

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

- amend the terms and conditions of the procurement process
- 7. cancel the evaluation and award process at any stage
- 8. require the Bidder to clarify its Proposal in writing and/or provide additional information.

Failure to respond adequately may result in the Bidder not being selected.

Amendments

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

Validity of Proposals

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

Withdrawals

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

Interpretation of Requirements

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

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

Assumptions

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

Confidentiality

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

Feedback to unsuccessful Bidders

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

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

Inconsistencies and omissions

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

RFP documents

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

Disclaimers

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

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

fraudulent misrepresentation) arising as a result of reliance on such Information or any subsequent communication.

Collusive behaviour

Any Bidder who:

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

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

VI. Offer of services

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

Sum in figures:

Sum in words.....

I/we 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 be 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	
If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America, please include a copy of your W-9 form ¹	

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

¹ If you are an independent contractor based in the United States of America, or eligible to pay tax in the United States of America, you must submit a W-9 form before we can issue payment.
 If you fail to fill out a W-9 form, federal law requires us to withhold 28% of your earnings for taxes.

Date:	
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