

REQUEST FOR PROPOSALS - SERVICES

CONSULTANT – DATA COLLECTION, AND ANALYSIS ON FINANCIAL FLOWS TO FOOD SYSTEMS (3FS) IN RWANDA

Issued by

The Global Alliance for Improved Nutrition (GAIN)

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

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

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

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

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

I. INTRODUCTION

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

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

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

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

II. BACKGROUND & TIMESCALES

The purpose of this RFP is to engage services of a qualified individual or organisation with strong expertise in qualitative research in the food systems, financing, and policy processes in Rwanda to conduct key informant interviews.

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. For all dates, the deadline is 23:59 CET.

RFP issue date	18 September 2026
Deadline for Bidders to submit questions	28 September 2026
Deadline for GAIN to respond to clarifications	2 October 2026
RFP closes - deadline for submission	9 October 2026
Contract award - <i>subject to negotiation & due diligence checks</i>	26 October 2026
Planned contract signature date	2 November 2026
Date by which all work is to be completed	24 December 2026

III. THE OPPORTUNITY

Nourishing Food Pathways (NFP) is an ambitious programme that seeks to accelerate progress towards the [Sustainable Development Goals](#) (particularly SDG2) by supporting inclusive and coherent food systems transformation in ten countries. This programme builds on work conducted during the [UN Food Systems Summit 2021](#), aiming to support and strengthen the design and delivery of national food systems transformation pathways. GAIN works with over one hundred partners across 10 countries (Indonesia, India, Bangladesh, Pakistan, Nigeria, Benin, Ethiopia, Kenya, Tanzania, and Mozambique) to deliver this programme. Its aims are threefold: to increase access to safe, nutritious food in an environmentally sustainable way; to strengthen in-country support systems to continue to develop and to deliver their national food systems transformation pathways; and to be used as inspiration and guidance for other countries and stakeholders as pathways are developed and implemented.

The NFP programme aims to accelerate food system transformation to support healthier diets from more sustainable food systems. One of the interventions to support this goal is by strengthening national capacity to institutionalise analytical tools and platforms for food systems financing analysis. The [Financial Flows to Food Systems \(3FS\)](#) is a financial tracking tool co-developed by the International Fund for Agricultural Development (IFAD) and the World Bank in collaboration with the UN Food Systems Coordination Hub, to address a critical gap in data on food systems financing. The tool supports establishment of government-owned financial intelligence system that tracks public domestic spending and external development finance to food systems, helping decision makers identify financing gaps, priorities and opportunities for better alignment.

In Rwanda, GAIN partnered with the Ministry of Agriculture and Animal Resources (MINAGRI), the IFAD, and other partners to operationalise the 3FS tool and strengthen the country's food systems financing evidence architecture. The initiative complemented existing government expenditure-tracking systems by providing deeper, forward-looking analysis of how both domestic and external financing, whether direct or indirect, contributes to food systems development. Since its initial implementation, the initiative has progressed beyond the pilot phase, with the Government of Rwanda adopting the 3FS tool as part of its annual planning and monitoring processes. This has helped position public expenditure as a strategic lever for food systems transformation while enhancing transparency, policy coherence, and evidence-based decision-making, thereby strengthening investor confidence and resource mobilisation efforts.

To deepen understanding of how the 3FS tool was institutionalised in Rwanda, GAIN is undertaking a study to examine the processes through which the tool was applied to establish and embed a government-owned financial intelligence system for food systems investment within national planning, budgeting, and monitoring system. Particular attention will be given to the deliberately sequenced approach involving national coordination, stakeholder engagement across 36 Ministries, Departments and Agencies (MDAs), data harmonisation, and budget tagging. The study will explore the key enabling factors, challenges, and lessons associated with transitioning the tool from a pilot initiative to an annually implemented, government-led mechanism involving both ministries and development partners. It will also assess the role of sustained advocacy, technical support, and stakeholder buy-in in facilitating long-term adoption. To generate these insights, the study aims at conducting 25-30 key informant interviews with stakeholders engaged in the national food systems and nutrition financing agenda, including technical experts, government officials, and senior decision-makers.

GAIN seeks to engage an experienced service provider (individual or organisation) to lead the planning, coordination, and implementation of data collection activities in close collaboration with GAIN's country and global teams, as well as relevant government and non-government stakeholders. GAIN will provide the overall study methodology, data collection tools, and interview guides, while the service provider will provide technical input and adapt these materials as necessary to reflect Rwanda's political, policy, and institutional context. Drawing on their knowledge of the local context and stakeholder landscape, the service provider will be responsible for coordinating data collection activities, including developing a long list of relevant stakeholders in consultation with GAIN, shortlisting potential interview respondents based on the study objectives and agreed selection criteria, scheduling interviews, and organising and facilitating key informant interviews. The service provider will be responsible for cleaning and managing the interview transcripts and recordings ensuring that they are complete, accurate, consistently documented, and appropriately organised for analysis. The service provider will also conduct a thematic analysis of the transcripts and submit a report summarising the key findings and emerging themes. All activities will be undertaken in close consultation with GAIN, with regular engagement throughout the study to ensure alignment with the overall methodology, quality standards, and study objectives.

To meet these objectives, the service provider shall provide the following specific services:

1. Work closely with GAIN to finalize a detailed workplan, linking deliverables and timeline.
2. Provide expert input into the proposed methodology and tools, and recommend adjustments considering the local political and policy context
3. Translate materials into local language(s), if required, and maintain updated materials and interview documents (i.e., interview guides, list of interview respondents and dates, and anonymised transcripts) in both English and local languages;
4. In consultation with the GAIN team, identify relevant stakeholders, shortlist key interview respondents, and conducting pilot interviews
5. Coordinate invitations, logistics, and the sharing of pre-interview materials to relevant government authorities in preparation for the key informant interviews, in close collaboration with GAIN local staff.
6. Conduct key informant interviews with attention to both adherence to study protocols (including research ethics) and resource efficiency;
7. Conduct Quality Assurance and Quality Control (QA/QC) procedures on all collected data, including running a full QA/QC check after pilot interviews have been collected, to enable prompt corrections if needed; Securely transfer QA/QC-ed data to GAIN
8. Transcribe all interviews and translate if need to provide verbatim English-language transcripts
9. Carefully document all steps of these activities, particularly interviews including transcription and translation, i.e. Establish and maintain a data pipeline for all activities from planning and data collection, including data organization and formatting, QA/QC, safely storing and transmitting collected data, and data collection tools to GAIN.
10. Provide a comprehensive collection of finalized materials used, in English and in the local language if used (including interview transcripts)
11. Analyse and synthesise interview findings across transcripts using thematic analysis, guided by the pre-established themes and study objectives, while identifying relevant emerging themes and patterns across transcripts.
12. Be available for ad-hoc communications with GAIN or study partners, e.g. via email or Ms-Teams, as needed to advance study objectives; in general, maintain communications with GAIN and stakeholder participants, in order to ensure smooth and timely data collection

activities, maintain good relations with groups and individuals involved in the study directly or indirectly.

DELIVERABLES & TIMESCALES

The expected deliverables, and indicative timescales, are as follows:

Deliverable	Deadline
Data Collection Plan and Initial Respondent List • Provide data collection plan with proposed timeline, approach • Provide initial list of target interview respondents (25–30).	6 November 2026
Contextualised Data Collection Package and Pilot Interview Report • Contextualise the interview guides, and other data collection materials for the local context and submit them to GAIN for review and approval. • Conduct 2–3 pilot interviews and submit a brief pilot interview summary highlighting any recommended changes. • Invite selected interview participants and manage interview scheduling and RSVPs.	13 November 2026
First-round Interview Completion and QA/QC Documentation • Incorporate lessons from the pilot interviews and revise the interview guides where necessary. • Conduct the first round of virtual and in-person interviews and implement the agreed QA/QC procedures. • Submit recordings and transcripts, and a brief QA/QC update documenting progress and any issues identified.	27 November 2026
Second-Round Interviews and Updated Interview Documentation • Conduct additional interviews identified through snowball sampling • Continue quality assurance, data cleaning, and management throughout the interview process. • Submit second-round interview recordings and transcripts and a brief QA/QC update documenting progress and any issues identified	11 December 2026
Preliminary data analysis report and complete study materials • Submit a thematic analysis report presenting key findings, emerging themes, and supporting evidence from the transcripts, incorporating GAIN's input and feedback throughout the process. • Submit all interview recordings, cleaned transcripts, and other relevant study materials generated during the assignment.	24 December 2026

EXPECTED EXPERTISE

The consultant organization should have:

1. Extensive prior experience leading rigorous research across all stages of the research cycle, including in-depth qualitative interviews on policy-related topics
2. Experience producing verbatim transcripts of interviews
3. Deep expertise in Rwanda's food systems, financing, policy, and institutional context, including experience working with government institutions.
4. Strong understanding of policy and institutional processes related to food systems transformation, including government planning, budgeting, and coordination.
5. Experience working in financial tracking, public expenditure analysis, budget tagging, or application of tools such as 3FS to understand food systems financing (Desirable).
6. Experience in rigorous data management, such as properly recording data and metadata in the field using appropriate technology, transcribing them if needed, annotating, cleaning, storing and backing up, formatting, de-identifying, and safely transferring.
7. Training in research ethics
8. Excellent project management, planning, organizational and time management skills, excellent writing and communication skills.
9. A track record of successful collaboration with national, regional, and international research organizations.
10. Fluent in English language and any local language as relevant.

OTHER CONSIDERATIONS

The expected budget range for this work is 7,500 – 10,000 USD. Bids above this range will not be accepted.

Only individuals or organisations registered in Rwanda are eligible to apply.

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: Leonard Mulei, Senior Research Associate

Email address: lmulei@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, to 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 '**3FS Data Collection and Analysis in Rwanda**'. All submitted documents must be viewable using the Microsoft Office suite of applications or as PDFs.

Your submission must include the following:

Technical proposal:

A brief technical proposal (no more than 8 pages), including relevant qualifications and prior experience as well as the planned approach to the work, which should include:

- An introduction to your organisation and its expertise in evaluative research on topics related to food system transformation
- Detailed description of the relevant prior experience you bring to the work
- Initial plans for the data collection to be used, or different approaches to be considered (these are to be refined and revised during the inception phase of the work)
- How the consultant will ensure inclusive engagement of relevant stakeholders
- How the consultant will ensure research ethics is respected throughout the process
- Roles and responsibilities of the team involved, including brief profiles of their expertise (CVs can be included in annex and do not count towards the page limit)
- An indicative timeline for the work
- Short descriptions of two relevant examples of comparable work

Financial proposal:

- Detailed budget (see Notes on Budget below)
- Signed Offer of Services (see section V: Offer of Services below)

NOTES ON SUBMISSIONS

- Bidders should not include in their submission any extra information which has not been specifically requested in the RFP for example, any sales literature etc.

- No Proposal may be modified after the deadline for receipt.
- GAIN may request additional information from Bidders to assist further evaluation of Proposals.

NOTES ON BUDGET

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

GAIN reserves the right to limit or include third parties at GAIN's sole and full discretion in such negotiations.

Bidders should note that GAIN may award a Contract on the basis of the original Bid received and may, at its absolute discretion, undertake any or all of the following processes:

- shortlisting
- taking up references
- undertaking presentations or meetings
- entering into a dialogue with one or more Bidders.

EVALUATION CRITERIA

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

Understanding of the scope of work and technical requirements:

- Demonstrate a clear understanding of the project objective and deliverables as outlined in Section III.
- Propose appropriate, rigorous, and creative methodological approaches to implement the data collection activities

Demonstrate strong expertise relevant to the RFP:

- Evidence of experience delivering on similar prior assignments

- Demonstrated expertise in Rwanda's food systems, financing, policy, and institutional context

Comprehensiveness of work plan and reasonableness of proposed time frame:

- A feasible work plan to ensure successful completion of deliverables.
- Identifies possible challenges and includes creative approaches to addressing them.

Detailed budget and cost-effectiveness of proposed approach

- Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.

Management and personnel plan:

- A clear approach to coordinating activities
- Team members working on the project have the relevant qualifications and overall experience required to successfully implement the project.
- Roles and responsibilities of each team member are clearly defined, including one main contact person clearly identified in the proposal.

V. TERMS & CONDITIONS

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

JURISDICTION

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

LATE PROPOSALS

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

DISCLAIMERS

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

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

GAIN reserves the absolute right to:

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

ACCEPTANCE OF PROPOSALS

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

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

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

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

AMENDMENTS

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

VALIDITY OF PROPOSALS

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

WITHDRAWALS

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

INTERPRETATION OF REQUIREMENTS AND SUFFICIENCY OF INFORMATION

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 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.

INCONSISTENCIES AND OMISSIONS

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

RETURN OF 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.

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