

## REQUEST FOR PROPOSALS - SERVICES

### TO DEVELOP A CREATIVE CAMPAIGN AIMED AT MOTIVATING PARENTS IN RWANDA'S WESTERN PROVINCE TO IMPROVE THEIR FAMILY'S DIETS, ESPECIALLY THE CONSUMPTION OF EGGS.

Issued by

**The Global Alliance for Improved Nutrition (GAIN)**  
**Rwanda**

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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 Combating Malnutrition in Rwanda Through Sustainable Food Systems (CMRFS) is a large multi-project programme 2025-2030 that aims to support the Government of Rwanda in addressing the key priorities established in the Second National Strategy for Transformation (NST2), particularly the reduction of stunting and malnutrition.

The programme's goal is to support the Government of Rwanda and market actors in transforming food systems to promote healthier diets and improve nutrition outcomes for women and children, and the wider Rwandan population.

CMRFS aims to increase the consumption of safe and nutritious foods among low-income consumer households, focusing specifically on women of reproductive age—particularly pregnant women and mothers—and children under five. The programme will be implemented in five districts of Rwanda's Western Province: Rusizi, Nyamasheke, Karongi, Rutsiro, and Nyabihu. The project works through three interconnected pillars: developing nutritious food supply chains, expanding community-based maternal and young child nutrition interventions, and supporting an enabling policy and implementation environment aligned with PSTA5. By integrating these approaches, GAIN aims to ensure better diets for all, with a particular focus on increasing access to and consumption of nutritious target foods such as eggs, high-iron beans, and fruits.

A creative campaign will be implemented with the aim to improve dietary diversity by influencing both consumption and behaviours through two main approaches. An SBCC-driven campaign focuses on improving maternal, infant and young child feeding practices—particularly egg consumption—by engaging parents of children under two through ECD and health centres. In parallel, demand-driven

campaigns aim to increase consumer acceptance of hybrid eggs at household level and through commercial markets.

An ethnographic study is currently underway in the key project districts to deepen understanding of dietary behaviours, especially infant and young child feeding practices. Using a cultural-ecological lens, the Food Environment Study (FES) examines feeding behaviours within their social, cultural, and food system contexts, complementing survey data and a comprehensive value chain analysis that has already provided initial insights into local consumption patterns and highlighted the need for behaviour change programmes to increase consumption of eggs. Rather than measuring compliance with recommended practices, the study seeks to understand how and why caregivers make feeding decisions in their everyday lives. Findings from this work will provide insights for the campaign focus, priority behaviours, and the key messages.

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and seeking a service provider to lead the development of an overarching creative campaign aimed at improving dietary behaviours and consumption of eggs, fruit and high-iron beans among women and young children in Rwanda's western province.

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	14 January
Deadline for Bidders to submit questions	21 January
Deadline for GAIN to respond to clarifications	23 January
RFP closes - deadline for submission	28 January
Communication to agencies and invitation to pitch presentation	4 February
Pitch presentation	w/b 16 February
Communication to agencies and selection	20 February
Contract award - <i>subject to negotiation &amp; due diligence checks</i>	23 February
Date by which all work is to be completed	February 2027

### III. THE OPPORTUNITY

#### DELIVERABLES & TIMESCALES

The scope of work that will be undertaken by the winning agency will be:

- Campaign insight research - Input into the ethnographic study (tool development and data analysis) and participation in the validation workshop. Work closely with research partners and GAIN to identify target audience and behavioural objectives.
- Creative strategy - Concept and creative strategy development, including key emotional messages.
- Communication strategy - develop a two -tiered communication strategy. Tier 1 achieves emotional desire for nutritious diets using the insight, and tier 2 achieves greater interest in eggs, driving to intentions to purchase.
- Campaign material – Development of the creative assets (Photography, Videography, Artwork development, Radio ads, OOH), including managing suppliers and reviewing the quality of the creative assets prior to client presentation.
- Testing – Test creative concept, messages and materials with target audience for understanding, resonance and appeal.
- Collaboration – Interact with Country Management Team and Country Advisory Committee to ensure alignment with national priorities and for approvals. Collaborate with relevant service providers (e.g. Media and BTL agencies) on this project.
- Account Management - Managing the overall production budget and timelines to ensure on-time, on-budget delivery; Managing rights and ensuring all talent and other usage is budgeted for in advance of production and paid for afterwards.

#### BUDGET

The estimated budget will not exceed USD 130,000 for 1 year from the contract signing date.

This budget should cover the following major expenses:

1. Agency Fees
2. Creative Strategy Development
3. Assets Development and Production (creation of final artworks, photography, videos, radio ads etc.)
4. Communication Strategy Development
5. Travel

The expectation is for a maximum of 30% down payment and then partial payments related to key project deliverables.

#### CONTRACT GOVERNANCE

The contract will be issued for one year, with an option of early termination related to agency performance. Regular review meetings will be held with GAIN and quarterly review meetings will be held with the country management team (composed of GAIN and government of Rwanda representatives for approvals and alignment with government objectives).

## OTHER CONSIDERATIONS

The service provider will be required to follow GAIN's data protection and donor requirements and acknowledgements. All materials produced during this campaign will remain under GAIN's intellectual property.

## 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:** Miriam Shindler, Team Lead Consumer Nutrition

**Email address:** [mshindler@gainhealth.org](mailto:mshindler@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 CMRFS Creative Campaign. 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 sides of A4, including

- An introduction to your organisation. Your bid must make clear which organisation will be awarded the contract if your bid is successful
- The individual/team who will be completing this work supported by brief bios of qualifications and experience.
- A high-level approach and methodology should be outlined, including indicative timescales and key milestones. Agencies invited to present at pitch stage will be asked to provide a detailed creative proposal. We are particularly interested in understanding how you would address both behaviour-change and market-demand approaches, including your strategy for influencing nutrition behaviours and promoting targeted foods.
- Understanding and experience, including three relative 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. Two-three successful agencies will be invited to a pitch presentation in person in Kigali w/b 16<sup>th</sup> February. 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 developing and delivering creative campaigns, especially in Rwanda's western province and/or nutrition related.
- The creative approach to developing a multi-faceted campaign, and the approach to working with the research partner.

Comprehensiveness of work plan and reasonableness of proposed time frame:

- Proposal shall include a high-level work plan to ensure successful completion of deliverables. A detailed workplan will be requested from agencies invited to a pitch presentation.

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. The team is required to include Rwandan nationals with fluency in Kinyarwanda.
- Roles and responsibilities of each team member shall be clearly defined. GAIN shall have one main contact person clearly identified in the proposal.

*Preference will be given to Rwanda based agencies, or East Africa based agencies with extensive experience in Rwanda.*

## **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**

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.

## 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	

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