REQUEST FOR PROPOSALS – SERVICES

PROVISION OF CONSULTANCY SERVICES FOR HEROES JOURNEY CONTEXTUALISATION (ADAPTING FOOD HEROES TO THE KAMPALA SCHOOL CONTEXT)

Issued by

The Global Alliance for Improved Nutrition (GAIN)

Uganda Country Office

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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 AND TIMESCALES

The purpose of this RFP is to engage a qualified consultant (firm or individual) to contextualise the Heroes Journey game for public and private secondary schools in Kampala, producing a tested, ready-to-deliver package that GAIN and schools can roll out through a peer-led model within the school timetable

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	19th October 2026
Deadline for Bidders to submit questions	4th November 2026
Deadline for GAIN to respond to clarifications	6th November 2026
RFP closes - deadline for submission	9th November 2026
GAIN clarifications, evaluation, and governance	16th November 2026
Contract award - subject to negotiation and due diligence checks	16th November 2026
Planned contract signature date	18th November 2026
Date by which all work is to be completed	10th February 2026

III. THE OPPORTUNITY

3.1 Overview

Generation Food Smart is an 18-month proof-of-concept pilot funded by the Novo Nordisk Foundation and implemented by GAIN Uganda from July 2026 to December 2027. It aims to improve diet quality and school food environments for adolescent learners (S1–S6) in public and private secondary schools in Kampala through four integrated components: (1) improved school meal menus built on fortified whole grain maize flour, biofortified beans and vegetables; (2) healthier food choices and education, through the Heroes Journey game, canteen standards and healthy food zones with KCCA; (3) market linkages between schools and MSME suppliers (FWGA-supported millers, FitFood vendors and CASCADE MSMEs); and (4) policy engagement on school feeding and school food environments.

The pilot covers 12 intervention schools and 12 comparison schools (numbers to be confirmed). An independent evaluation led by Action Against Hunger Uganda and the University of Limerick (ACF-UL) will collect baseline data from February 2027, including learner diets (DQQ), meal quality, and INFORMAS-based canteen and perimeter audits.

Component 2 aims to foster healthier food choices among adolescent learners by combining game-based nutrition education with a healthier food environment in and around schools. The education element is the Heroes Journey game, co-designed with adolescents in Mozambique and adapted and tested in Tanzania. It runs as a modular, peer-led programme of about 15 weeks, delivered through nutrition clubs or as an extracurricular activity. The game needs to be adapted to the Ugandan context before roll-out in the intervention schools.

GAIN's 2024 dietary assessment of secondary school learners in and around Kampala provides the evidence base for selecting target behaviours: only 51% of learners met minimum dietary diversity and 25% ate all five recommended food groups daily, while 73% ate sweet foods, 71% salty snacks or fast food and 34% soft drinks daily. The learner data cover only those aged 15 and above. A reanalysis for government-aided schools will be available in November 2026.

The intervention will be designed by GAIN between September 2026 and January 2027, with everything ready for implementation by 10 February 2027, the start of Term I. Activities go live in each school after the evaluation baseline in that school. Peer-led sessions are expected to start in March 2027, once the evaluation baseline is complete and older learners have reported for Term I.

3.2 Purpose of the Assignment

The purpose of this assignment is to contextualise the Heroes Journey game for public and private secondary schools in Kampala, producing a tested, ready-to-deliver package that GAIN and schools can roll out through a peer-led model within the school timetable

3.3 Scope of Work

- **Brief desk review.** Review the Mozambique and Tanzania materials, adaptation reports and lessons; the 2024 Kampala findings and the government-school reanalysis; relevant national curriculum and co-curricular structures, including clubs, timetable constraints and the role of teachers or patrons.

- **Behaviour review:** Review a short list of priority food behaviours with a rationale for each, aligned with the pilot's other components (fortified whole grain maize flour and vegetables in school meals; healthier options from canteens and nearby vendors) and with the outcomes relevant for this study (dietary diversity, sugar-sweetened beverages, unhealthy snacks, ultra-processed foods). The list of behaviors will be provided by GAIN before design work starts.

- **Participatory co-design:** Sessions with Ugandan secondary school learners and teachers to adapt the story, characters, settings, language and missions to Kampala food environments (school meals, canteens, street vendors). Sessions take place in non-study schools only. (Optional: a simple tasting of whole-grain posho to inform learner acceptability.)

- **Format, delivery model and grade coverage:** Fit the programme to the school timetable while keeping its modular structure; define the peer facilitator model, the role of teachers or patrons, session length and frequency, and delivery through nutrition clubs or as an extracurricular activity.
  - Assess whether it is feasible to deliver the game to learners in candidate classes (S4 and S6, who sit UNEB examinations) alongside other grades, drawing on consultations with head teachers, teachers and learners: timetable and workload pressure across the year, school policies on co-curricular activities for candidate classes, learner interest, and implications for the peer facilitator model.

  - Recommend which grades take part as participants and as peer facilitators, with any adaptations for examination classes (for example a shorter format, or completion before Term III). The recommendation is agreed with GAIN before the package is finalised.

  - Adapt existing illustrations to context; adjust graphic design as needed.

- **Pretesting:** Pretest selected modules with learners and peer facilitators for comprehension, engagement, feasibility and time needed and revise the package. Incorporate adjustments to the materials based on the pretesting results.

- **Final package and handover:** Adapted game materials; peer facilitator and teacher/patron guides; a short training curriculum for peer facilitators; simple session tracking forms (attendance, modules completed) aligned with GAIN's monitoring and the evaluation plan; and an orientation or training-of-trainers session for GAIN staff and school focal persons.

3.4 Deliverables and Timescales

#	Deliverable	Due
1	Inception report: approach, co-design plan, non-study schools for co-design and pretesting, safeguarding plan	24th November 2026
2	Behaviour selection note (agreed with GAIN)	9th December 2026
3	Co-design report, including the grade coverage recommendation, and draft adapted package	8th January 2027
4	Pretest report and revised package	22nd January 2027
5	Final package: game materials, guides, training curriculum, tracking forms; print-ready and editable files	29 January 2027
6	Orientation / training-of-trainers session for GAIN staff and school focal persons	by 10 Feb 2027

Note: Co-design sessions run while non-candidate classes are in school. Schools are closed in December and January, so pretesting (11–22 January 2027) will use holiday sessions with learners recruited through

non-study schools, with parental consent. GAIN handles printing (1–9 February 2027). Indicative level of effort: 45-50 days, including design and illustration.

3.5 Budget

The total budget available for this assignment is up to UGX 35,000,000 to UGX 40,000,000 for the full scope of work, inclusive of all costs and fees: personnel, cost of travel, including subsistence allowances, consultants, meeting/workshop, overhead if applicable, and miscellaneous expenses. Applicants are required to provide a detailed budget in Uganda Shillings. 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.

3.6 Exclusions

- Roll-out in pilot schools and peer facilitator training in pilot schools, which GAIN delivers.
- Printing at scale.
- Any assessment of the game's effects, which the independent evaluation covers.

3.7 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.
- **Contract management:** The consultant's performance will be assessed against the scope of work and the table of deliverables detailed in sub-sections 3.3 and 3.4 above. Performance will be reviewed weekly, with a final report shared at contract close.

3.8 Payment Profile

Payment will be structured across the following milestones, subject to GAIN's standard payment terms:

- 20% on approval of the inception report;
- 40% on approval of deliverable 2;
- 40% on approval of the final package.

3.9 Dependencies and Constraints

- Co-design and pretesting must not take place in study schools (intervention or comparison): baseline data collection must be complete before any intervention activity in pilot schools. GAIN will help identify suitable non-study schools.
- Working with minors requires compliance with GAIN's safeguarding policy, parental consent, learner assent and approval from school authorities.
- GAIN provides the Mozambique and Tanzania materials and the 2024 reanalysis.
- All materials produced belong to GAIN (and may be shared under GAIN's licensing terms).

3.10 Required Expertise

- Adolescent nutrition or health promotion, with demonstrated experience in behaviour change communication.
- Participatory or human-centered design with adolescents, ideally with game-based or edutainment approaches.
- Educational materials development, including illustration and graphic design capacity.

- Experience working with Ugandan secondary schools; knowledge of Luganda and local youth culture an advantage.

3.11 Service Levels

a) 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

b) 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

c) 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)

d) 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

e) 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

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 Proposals only through email to the GAIN contact's email address above: The subject heading of the email should be **HEROES JOURNEY CONTEXTUALISATION_(Individual/Firm's name)**. All submitted documents must be viewable using the Microsoft Office suite of applications. Your submission should not exceed 30MB.

Your submission must include both a technical proposal and a financial proposal:

a) Technical proposal:

A submission, of no more than 10 pages in MS Word, including

- An introduction to your organisation. Your bid must make clear which organisation will be awarded the contract if your bid is successful
- The team members who will be completing this work
- Approach and methodology, including timescales and milestones
- Understanding and experience, including at least one relative example of comparable work

b) Financial proposal:

- Detailed budget (see Notes on Budget 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.
- All rates and prices submitted must be in Uganda Shillings, and any contract arising from this RFP will be in Uganda Shillings.

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 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
    - 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

- Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Sections II and III.
- 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.

Comprehensiveness of work plan and reasonableness of proposed time frame

- Proposal shall include a feasible work plan to ensure successful completion of deliverables.
- The work plan details how activities will be coordinated.

Detailed budget and cost-effectiveness of proposed approach

- Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
- Proposal shall identify possible challenges and include creative approaches to addressing them.

Management and personnel plan:

- The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
- Roles and responsibilities of each team member shall be clearly defined. GAIN shall have one main contact person clearly identified in the proposal.

Bids will be evaluated not only on technical and commercial criteria listed above, but also on the outcome of proportionate due diligence and risk assessments. These assessments may consider factors such as financial viability, compliance, safeguarding, ethical conduct, sanctions screening, and overall organisational risk. Only bidders that meet both the evaluation requirements and the organisation's risk standards will be considered for award.

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:	