

REQUEST FOR PROPOSALS

CONSULTANCY FOR THE BUSINESS MODELLING OF COMMERCIALY PRODUCED COMPLEMENTARY FOODS

issued by

The Global Alliance for Improved Nutrition (GAIN)

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I. PROJECT BACKGROUND AND SCOPE OF WORK

1. ABOUT GAIN

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 Denmark, The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

2. BACKGROUND

Complementary (infant) foods¹ have been recognized as a key value chain with high potential across the African region. Growing demand for these products presents significant investment opportunities. The continent is rich in diverse, nutritious ingredients—such as fruits, vegetables, cereals, and pulses—that are commonly used in the production of complementary foods. Strengthening this value chain offers mutual benefits for investors, producers, and consumers. It can foster local sourcing, reduce reliance on imports, and create inclusive opportunities, particularly for small and medium enterprises (SMEs) across Africa.

The [Made by Africa](#) report identified sector specific challenges that curtail the growth and expansion of the complementary foods value chain. These include trade barriers within the region, limited capacities and infrastructure, and limited access to finance. The report also provides recommendations to unlock bottlenecks and promote the development of the value chain some which include development of national and regional strategies, harmonization of standards and recognition of conformity assessment certifications and investments along the value chain.

In 2024, a West Africa [regional dialogue](#) on improving access to locally produced nutritious and safe complementary foods in low- and middle-income countries was held in Dakar, Senegal with the aim to prioritize actions and investment opportunities. The meeting convened over 100 stakeholders from the sector from 16 African countries. Participants echoed the challenges and recommendations outlined in the *Made by Africa* report and emphasized the importance of building a resilient ecosystem through a comprehensive, multi-stakeholder approach. Five core recommendations emerged from the dialogue (1) Strengthen knowledge and innovation in complementary foods, (2) Strengthen policy and regulatory frameworks (3) Mobilize financial and

¹ Complementary foods: Solid, semi-solid and soft foods (both locally prepared and commercially manufactured) provided to children between the ages of 6 and 23 months to complement breastmilk. Commercial complementary foods: Fortified or unfortified complementary foods that are commercially processed (either locally or internationally) and available in the market. (UNICEF, 2020)

infrastructure resources for sustainable growth (4) Build capacity of local producers (5) Create demand and expand markets.

In response to the recommendations detailed in the Made by Africa and workshop reports, GAIN aims to contribute to the evidence base on commercially produced complementary foods specifically in response to gaps and opportunities on the ‘identification of specific investment needs along the value chain’ and ‘identification of financing needs and mechanisms for SMEs.

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will serve as the administrative lead for the process. GAIN is seeking a service provider to support the development of business models that explore the conditions under which enterprises can profitably produce products that safely meet the nutritional needs of infants with the goal to understand the business case for the commercial production of complementary foods.

This RFP complements a second RFP issued by GAIN - ‘Mapping of national and regional regulatory frameworks on commercially produced complementary foods and alignment to standards”

3. SCOPE OF WORK AND DELIVERABLES

3.1. OBJECTIVES

The successful service provider will be expected to closely collaborate with GAIN and the selected service provider for the RFP “Mapping of national and regional regulatory frameworks on commercially produced complementary foods and alignment to standards” to achieve the following objectives:

- To contribute to gaps and opportunities identified in the Made by Africa report and report from the Regional Dialogue on Local Production of Complementary Foods.
- To contribute to the evidence base on commercially produced complementary foods.
- To support policymakers and enterprises with evidence-based insights to guide effective policies, investments, and regulatory frameworks.

The successful applicant shall

1. Determine scope and geographic focus of modelling in consultation with GAIN.
2. Develop key research questions to be answered in collaboration with GAIN and the other service provider.
3. Define the methodology and research approach by selecting appropriate research designs, data collection methods, and analytical techniques that align with the objectives.
4. Collect relevant data including conducting expert interviews, and other research methods to gather insights, ensuring a comprehensive understanding of the topic.
5. Conduct value chain analysis using the Supply Chain Analysis for Nutrition (SCAN) tool and/or other relevant tools.
6. Prepare a comprehensive report along with dissemination materials to effectively communicate the findings and key information.
7. Collaborate with GAIN to plan and execute dissemination activities, focusing on key stakeholders and appropriate platforms.

3.2 DELIVERABLES

The engagement is expected to commence in May 2025 and is anticipated to be completed by December 2025.

The Deliverables include

1. An inception report detailing proposed workplan and geographical focus of the study
2. A report outline highlighting the structure, key messages and the analysis required
3. Final report including case studies
4. Knowledge products for dissemination activities

Deliverables	Deadline
Deadline to submit questions.	17 th April
Proposal submission deadline.	22 nd April
Final response regarding the selection of the Service Provider.	29 th April
Contracting process finalised.	2 nd May
Submission of inception report detailing proposed workplan and geographical focus of the study	22 nd May
A report outline highlighting the structure, key messages and the analysis required	18 th June
Final report including case studies	6 th October
Knowledge products for dissemination activities	30 th October
Dissemination to targeted stakeholders	6 th December

ELIGIBILITY REQUIREMENTS AND CRITERIA FOR PROPOSAL SELECTION

The consultant shall be an organization or institution with the following expertise:

- Experience working with GAIN or similar agencies, and experience working on nutrition/food systems programmes preferred.
- An impact driven organization with expertise in creating business model innovations
- Experience working in GAIN countries/LMICs.
- Demonstrated experience in collaboration with multi-partner and stakeholder engagements
- Expertise in private sector engagement for nutrition.
- Experience in supporting organizations/sectors to gain in-depth understanding of models through case studies

- Ability to demonstrate similar work that share insights on best practices, key success factors and barriers to scale for modelling of business cases.
- Expertise in analysis through comparable models on key indicators

II. INSTRUCTIONS FOR RESPONDING

This section addresses the process for responding to this solicitation. Applicants are encouraged to review this prior to completing their responses.

1. CONTACT

Please direct all inquiries and other communications to **skatua@gainhealth.org**. Responses will not be confidential except in cases where proprietary information is involved.

2. BUDGET

Applicants are required to provide GAIN with a detailed fee percentage proposal. The final budget amount will have to be approved by the organisation prior to starting the project.

3. FORMAT FOR PROPOSAL

Please note that a related Request for Proposals (RFP) for “**Mapping of national and regional regulatory frameworks on complementary foods and alignment to standards**” is also available.

The proposal needs to be formatted as follows:

- **Cover page:** Summary with basic information such as names, addresses, and contact information for the institution.
- **Capacity Statement:** A brief capacity statement as to why the consultant(s) or institution (if a consultancy company is applying) is well-positioned to conduct this activity. This capacity statement should refer to the areas of expertise and qualifications of the candidate(s). The capacity statement should mention relevant work conducted.
- **Design and methodology:** Outline the proposed activities (and outcomes), in line with the guidelines outlined above, and the specific methods to be used -subject to consensus building. This section should form the bulk of the proposal. GAIN is open to suggestions
- **Work Plan:** Proposed work plan broken down by weeks, which should include detailed activities and timeline. If more than one person is assigned to this consultancy, it should also include the time allocation of key personnel.
- **Budget:** Financial proposal broken down by phases and clearly separating the fees of the consultancy and other administrative costs related to each Objective.

In the appendix, the consultant should provide a track record of delivering similar assignments and provide references (contact information) of clients for whom similar work has been executed. GAIN will not necessarily accept the lowest bidder, or any proposals submitted except when the requirements are fully met.

4. DEADLINE

Completed proposals should be submitted to GAIN **before 17.00 Central European Time on 22nd April 2025** by email to skatua@gainhealth.org

Please include **'Commercially Produced Complementary Foods Business Modelling'** as the Subject line

5. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline at the specified receiving office.
- Proposals received by fax.
- Incomplete proposals.
- Proposals that are not signed.

6. REVISIONS

Proposals may be revised by electronic mail and confirmed by hard copy provided such revision(s) are received before the deadline.

7. ACCEPTANCE

GAIN will not necessarily accept the lowest cost or any of the Proposals submitted. Accordingly, eligibility requirements, evaluation criteria and mandatory requirements shall govern.

8. COMPLETION

- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed by a principal or authorising signatory of the lead firm or organisation.
- In case of errors in calculating overall costs, the unit costs will govern.
- It is the applicant's responsibility to understand the requirements and instructions specified by GAIN. In the event that clarification is necessary, applicants are advised to contact the responsible person at GAIN under section II. point 1., prior to making their submission.
- While GAIN has used considerable efforts to ensure an accurate representation in this Request for Proposal (RFP), the information contained in this RFP is supplied solely as a guideline. The information is not warranted to be accurate by GAIN. Nothing in this RFP is intended to relieve applicants from forming their own opinions and conclusions with respect to the matters addressed in this RFP.
- By responding to this RFP, the applicant confirms its understanding that failing to comply with any of the RFP conditions may result in the disqualification of their submission.

9. RIGHTS OF REJECTION

GAIN reserves the right to reject any or all submissions or to cancel or withdraw this RFP for any reason and at its sole discretion without incurring any cost or liability for costs or damages incurred by any applicant, including, without limitation, any expenses incurred in the preparation of the submission. The applicant

acknowledges and agrees that GAIN will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.

10. REFERENCES

GAIN reserves the right, before awarding the Proposal, to require the applicant to submit such evidence of qualifications as it may deem necessary, and will consider evidence concerning the financial, technical and other qualifications and abilities of the applicant.

11. RELEASE OF INFORMATION

After awarding the Proposal and upon written request to GAIN, only the following information will be released:

- Name of the successful applicant.
- The applicant's own individual ranking.

III. TERMS AND CONDITIONS OF THIS SOLICITATION

1. NOTICE OF NON-BINDING SOLICITATION

GAIN reserves the right to reject any and all bids received in response to this solicitation and is in no way bound to accept any proposal. GAIN additionally reserves the right to negotiate the substance of the successful applicants' proposals, as well as the option of accepting partial components of a proposal if deemed appropriate.

2. CONFIDENTIALITY

All information provided as part of this solicitation is considered confidential. In the event that any information is inappropriately released, GAIN will seek appropriate remedies as allowed. Proposals, discussions, and all information received in response to this solicitation will be held as strictly confidential.

3. RIGHT TO FINAL NEGOTIATIONS ON THE PROPOSAL

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.

4. EVALUATION CRITERIA

Proposals will be reviewed by the Selection Team. The following indicate a list of the significant criteria against which proposals will be assessed. This list is not exhaustive or 100% inclusive and is provided to enhance the applicants' ability to respond with substance.

Applicants are required to submit the following information, conforming to the guidelines given in this section:

- Understanding of the scope of work:
 - o Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section I.
- Demonstrate a clear understanding of the technical requirements of this RFP:
 - o 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.
- A duly completed offer of services.

GAIN reserves the right to contact the individuals and contractor(s) in order to verify the information provided as part of the Proposal.

5. REVIEW PROCESS

The review process will involve a Review Panel with participants selected by GAIN.

6. LIMITATIONS WITH REGARD TO THIRD PARTIES

GAIN does not represent, warrant, or act as agent for any third party as a result of this solicitation. This solicitation does not authorise any third party to bind or commit GAIN in any way without GAIN's express written consent.

7. COMMUNICATION

All communication regarding this solicitation shall be directed to appropriate parties at GAIN. Contacting third parties involved in the RFP, the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the proposal.

8. FINAL ACCEPTANCE

Award of a Proposal does not imply acceptance of its terms and conditions. GAIN reserves the right to negotiate on the final terms and conditions including the costs and the scope of work when negotiating the final contract to be agreed between GAIN and the applicant.

9. VALIDITY PERIOD

The offer of services will remain valid for a period of 60 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter into a contract subject to GAIN's terms and conditions.

10. INTELLECTUAL PROPERTY

Subject to the terms of the contract to be concluded between GAIN and the applicant, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, source code and specifications developed by the applicant in performance of the contract shall vest entirely with GAIN.

11. SCOPE OF CHANGE

Once the contract is signed, no increase in the liability of GAIN or in the fees to be paid by GAIN for the services resulting from any change, modification or interpretation of the documents will be authorised or paid to the applicant unless such change, modification or interpretation has received the express prior written approval of GAIN.

IV. OFFER OF SERVICES

1. Offer submitted by:

(Print or type business, corporate name and address)

2. I (We) the undersigned hereby offer to GAIN, to furnish all necessary expertise, supervision, materials, and other things necessary to complete to the entire satisfaction of the Executive Director or authorised representative, the work as described in the Request for Proposal according to the terms and conditions of GAIN for the following prices:
 - a. Click or tap here to enter text.
 - b. Click or tap here to enter text.
 - c. Click or tap here to enter text.
 - d. Click or tap here to enter text.
3. 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.
4. I (We) herewith submit the following:
 - (a) A Proposal to undertake the work, in accordance with GAIN's requirements specified.
 - (b) A duly completed offer of services, subject to the terms herein.

OFFERS WHICH DO NOT CONTAIN THE ABOVE-MENTIONED DOCUMENTATION OR DEVIATE FROM THE PRESCRIBED COSTING FORMAT MAY BE CONSIDERED INCOMPLETE AND NON-RESPONSIVE.

Date this day of Click or tap here to enter text. in Click or tap here to enter text.

____ Click or tap here to enter text.

Signature (applicant)

Click or tap here to enter text.

Signature (applicant)