

## REQUEST FOR PROPOSALS - SERVICES

### CONSULTANT – ASSESSING FOOD SYSTEMS POLICY COHERENCE 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

Addressing interlinked challenges related to food systems requires integrated approaches that work across all aspects of food systems, as opposed to in sectoral silos. The 2021 United Nations Food Systems Summit crystallized widespread agreement on the need for this kind of “food system transformation” to accelerate progress towards the Sustainable Development Goals and resulted in the establishment of over 100 country “food system pathways” – guides for future transformation. Implementing this type of transformative change requires food systems policy coherence (FSPC): “The alignment of policies that affect the food system with the aim of achieving health, environmental, social and economic goals, to ensure that policies designed to improve one food system outcome do not undermine others.”

GAIN has developed and published a diagnostic tool that can be used to identify areas of food systems policy coherence and non-coherence among food system policies (i.e., a “policy coherence diagnostic tool”), and suggest options policymakers have to improve coherence. It consists of one cross-cutting module, focusing on the processes and systems that support policy coherence, plus a module focused on coherence among specific policies. The FSPC tool is completed using a combination of document review (primarily of food-related policy documents) and key informant interviews. It is meant to give actionable recommendations for ways in which food systems policy could be improved. The tool and information on how to apply it, as well as results briefs from prior country applications, are available here: <https://www.gainhealth.org/policy-coherence-toolkit>

**GAIN seeks a consultant to apply the tool in Rwanda, engaging government and other stakeholders throughout the process, and report on the results.**

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. All dates refer to the end of the day, 23:59 Local Time.

RFP issue date	23 January 2026
Closing date for questions on the RFP	27 January 2026
RFP closes - deadline for submission	3 February 2026
Contract award - <i>subject to negotiation &amp; due diligence checks</i>	13 February 2026
Planned contract signature date	23 February 2026
Identify list of documents and key informants, for GAIN review and feedback	3 March, 2026
Draft completed tool and report	15 April, 2026
Date by which all work is to be completed	30 April 2026

### III. THE OPPORTUNITY

#### ACTIVITIES & DELIVERABLES

The consultant shall complete the FSPC diagnostic tool in Rwanda by providing the following specific services:

- Identify the relevant stakeholders, government and other, that need to be engaged in the process and organise an initial kick-off call or workshop to explain the work to them and obtain their participation.
- Identify all documents that need to be reviewed to complete the FSPC diagnostic tool in Rwanda. Obtain copies of these and translate them as needed.
- Review the documents to obtain the needed information.
- Identify the relevant key informants that will need to be interviewed to complete the FSPC diagnostic tool in Rwanda. Schedule interviews with all identified parties and conduct these interviews, taking notes or creating recordings and transcripts to document them.
- Use this information to respond to all questions in the FSPC diagnostic tool, documenting the sources and reasons behind each answer.
- Provide GAIN with a report on the process of applying the tool and the results.
- Respond to any GAIN feedback on the report and the results of applying the tool and revise accordingly.
- Organise and facilitate a validation workshop – prepare workshop documentation, provide technical support, serve as pen-holder and consolidate and revise outputs – among key stakeholders, validating the results of the tool application.
- Provide a final report, including the outcomes of the validation workshop.

The consultant shall provide the following:

- Draft list of documents and key informants, for GAIN review and feedback.
- A completed FSPC diagnostic tool for Rwanda.
- A report detailing the method used to complete the diagnostic tool.
- Regular updates on the progress of the work.

The timing of the work is expected to begin in mid-to-late January 2026 and be completed by end March 2026.

## EXPECTED EXPERTISE

The consultant should have prior experience undertaking document review and conducting key informant interviews, preferably on a similar topic or with a similar population (expected to be primarily government leaders). They should understand the principles of research ethics and the norms for conducting ethical research with human subjects. They should also have experience conducting policy-relevant research and reporting on it at a high standard.

The consultant should have strong knowledge of food systems policy in Rwanda and know the key stakeholders involved in formulating and applying food policy in Rwanda. Knowledge of policy coherence would be desirable.

## PAYMENT PROFILE

The consultant will receive payments for each deliverable.

## OTHER CONSIDERATIONS

Note this call is open for proposals only from individuals based in / organisations registered in Rwanda.

## 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

Please direct all inquiries and other communications to [rwanda@gainhealth.org](mailto:rwanda@gainhealth.org) and copy [rfp@gainhealth.org](mailto:rfp@gainhealth.org). The contact person is **Jean Claude Kabano**.

## 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, [rfp@gainhealth.org](mailto:rfp@gainhealth.org). The subject heading of the email should be 'Policy Coherence Rwanda'.
- All submitted documents must be viewable using the Microsoft Office suite of applications.

Your submission must include the following: (a) an expression of interest (no more than 4 pages) including reasons for interest in the task, relevant qualifications, and prior experience relevant to the work; (b) a brief (up to 4 pages) CV of highlighting recent relevant experience; (c) a financial proposal detailing the costs entailed; and (d) a completed 'Offer of Services' form (see end of document).

These documents should be sent **by 5 January 2026, 23:59 Central European Time**.

- **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 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:

- Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section II.
- Providing clear documentation of the proposed approach to the work.

Demonstrate relevant experience and expertise:

- Evidence of experience delivering on similar assignments
- Strong understanding of Rwanda's policy landscape and stakeholders
- Prior experience in research, particularly in key informant interviews and/or document review; policy research experience would be an asset.

Detailed budget and cost-effectiveness of proposed approach

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

## **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:	