

## **REQUEST FOR PROPOSALS**

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### **TERMS OF REFERENCE**

**For The Consultancy Service**

**On**

**Mapping Out All Consumer Organisations To Engage In Promoting Consumption Of Local Healthy Diets**

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**Issued by**

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

**May 2025**

## **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.

### **2. ABOUT FOOD AND LAND USE COALITION**

The Food and Land use (FOLU) Kenya Country platform, launched in 2022, is part of the FOLU global coalition which aims to shape countries' Food and Land Use systems to ensure sustainability. FOLU Kenya is focused on five key areas: adopting healthier diets, promoting regenerative agriculture, preserving and restoring natural ecosystems, reducing food waste, and integrating gender and youth perspectives. FOLU recognizes the urgency to catalyse food system transformation and is actively engaged in supporting science-based solutions to foster a shared understanding of the issues at hand. GAIN in collaboration with FOLU partners (AGRA, World Resource Institute (WRI Africa) and UNSDSN is keen on strengthening healthy and sustainable diets as well as sustainable consumption behaviour by ensuring availability and affordability of nutritious and safe foods and contribute to lowering the burden of malnutrition, especially for the most vulnerable.

### **3. BACKGROUND/CONTEXT OF THE CONSULTANCY**

Nutrition is foundational to human well-being and development, playing a vital role at every stage of life—from conception, pregnancy, and birth, through childhood, adulthood, and into older age. It is also a cornerstone of the right to food and health, as guaranteed by the Constitution of Kenya.

Kenya has made commendable strides in addressing malnutrition in all its forms. Stunting among children under five has significantly decreased, from 35% in 2008 to 17% in 2022. However, challenges remain. Overweight and obesity among women of reproductive age (20–49 years) rose from 30% in 2008 to 45% in 2022, according to the Kenya Demographic and Health Survey. Obesity is a known risk factor for non-communicable diseases (NCDs), adding further strain to public health systems.

The 2022 Adolescent Health Survey further highlighted emerging concerns: 11.6% of adolescents aged 10–19 years were found to be thin or wasted, while 10.7% were overweight or obese. These figures reveal the double burden of malnutrition—where undernutrition and overnutrition coexist—among young populations.

Studies on the underlying causes of poor nutrition indicate low intake of essential food groups. Among adults aged 18–69 years, only 4% consume the recommended daily servings of fruits and vegetables, meaning 94% fall short. Just 31% of children aged 6–23 months meet the minimum acceptable diet, and 65% of adolescents do not consume the recommended minimum number of food groups per day.

This underscores an urgent need to transform both local and global diets. Persistent hunger, widespread malnourishment, and food systems that exceed safe planetary boundaries require a fundamental shift in what

and how we eat. Yet encouraging dietary change is not easy—it involves navigating entrenched interests, cultural norms, political considerations, and regional disparities. As such, solutions must be actionable, adaptable, and grounded in local contexts.

The landmark 2019 report, *Food in the Anthropocene: the EAT–Lancet Commission on healthy diets from sustainable food systems*, laid out the scientific foundation for dietary transformation. It introduced the "Planetary Health Diet" (PHD), a flexible and culturally adaptable dietary model that supports both human health and environmental sustainability. The report demonstrated that feeding 10 billion people within planetary boundaries is possible—but only if we radically rethink how food is produced, consumed, and wasted. An updated version of the Planetary Health Diet is expected in the second half of 2025, with the release of the EAT–Lancet Commission 2.0 report.

To translate these global recommendations into locally relevant solutions, EAT, in partnership with the Global Alliance for Improved Nutrition (GAIN) and with support from the Food and Land Use Coalition (FOLU), launched the DISH (Dietary Shifts) project. This initiative focused on Kenya and Indonesia—two FOLU and GAIN priority countries—with the goal of identifying the top 15 innovative, context-specific solutions in each country that promote healthier and more sustainable diets.

The DISH project launched a call for solutions in late 2024, receiving more than 400 submissions per country. Through a competitive selection process guided by clear criteria and judged by panels of five local experts, the most promising 15 solutions in each country were selected. These finalists were chosen based on their potential to drive dietary change in line with the Planetary Health Diet recommendations.

However, achieving impact at scale requires collaboration. Recognizing this, a core component of the DISH project was the Deal Room, a two-day event designed to foster cooperation among the top solutions. Through a series of facilitated workshops and discussions, the 15 finalists were grouped into clusters of two to four complementary solutions. Each group explored shared challenges, enabling factors, and opportunities to amplify their collective impact.

Together, they co-created bundled solution proposals aimed at addressing Kenya's dietary challenges more holistically. The DISH Competition expert judges and project teams supported the process by sharing their insights into local dynamics, policy trends, and scaling strategies.

The DISH project illustrates how cross-sectoral collaboration and local innovation can drive real progress in transforming food systems. It also reaffirms the importance of strong policy frameworks, nutrition education, dietary diversification, and access to affordable, nutritious foods in addressing malnutrition and building a healthier, more resilient Kenya.

In response to the rising cases of malnutrition and as part of ongoing efforts to promote the consumption of healthy diets, the Global Alliance for Improved Nutrition (GAIN) is seeking to engage a consultant to map out all existing consumer organizations in Kenya. This mapping exercise will help identify key stakeholders who can be engaged in advocacy and behaviour change initiatives aimed at increasing the consumption of locally available, nutritious foods. The goal is to strengthen partnerships that support healthier dietary choices and contribute to improved nutrition outcomes across the country.

#### **4. OBJECTIVE AND SCOPE OF THE ASSIGNMENT**

The primary objective of this assignment is to identify, map, and analyse existing consumer organizations in Kenya that have the potential or mandate to promote the consumption of local, healthy diets. This activity is part of FOLU's broader effort to address rising levels of malnutrition and to strengthen consumer engagement and advocacy around food systems transformation. The mapping will provide a comprehensive understanding of the landscape, including organizational capacities, focus areas, geographic coverage, and opportunities for collaboration in promoting healthier diets.

The consultant will:

- Conduct a comprehensive mapping of consumer organizations in Kenya, with a focus on those that engage in food and nutrition-related advocacy or programming.
- Analyse the mandates, structures, ongoing initiatives, and capacities of these organizations in relation to healthy diet promotion.
- Identify key gaps, overlaps, and opportunities for coordination and engagement.
- Develop a stakeholder matrix categorizing the organizations based on relevance, influence, and potential for partnership.
- Recommend strategies for engaging these organizations in initiatives that promote the consumption of local, healthy diets.

### **Specific Roles and Responsibilities**

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposals (RFP) to engage a consultant or consultancy firm to conduct a landscape assessment of consumer organizations in Kenya. This assessment is intended to inform strategic advocacy and consumer engagement efforts aimed at promoting healthier diets. A key focus of this work is to evaluate the potential of these organizations to support the promotion of the top 15 solutions from the DISH competition.

The consultant will be expected to undertake the following tasks:

#### **1. Stakeholder Mapping and Profiling**

- Identify and profile consumer organizations operating at both national and county levels, including civil society organizations (CSOs), community-based organizations (CBOs), and professional associations.
- Assess each organization's mission, strategic focus, target audience, and relevance to food systems, nutrition, and consumer behaviour.
- Highlight organizations that demonstrate a strong potential to align with and promote the DISH top 15 solutions.

#### **2. Capacity and Engagement Assessment**

- Evaluate the capacity of identified organizations to influence consumer behaviour and contribute to policy dialogue around healthy diets.
- Assess their ability to support the DISH competition solutions
- Document past and ongoing initiatives, projects, or campaigns relevant to food safety, nutrition, and consumer empowerment.

#### **3. Stakeholder Matrix Development**

- Develop a matrix or visual tool categorizing consumer organizations based on their influence, thematic alignment with healthy diets and potential for partnership or support for the DISH solutions.

#### **4. Report Development and Presentation**

- Produce a comprehensive report summarizing the findings, including detailed analysis and strategic recommendations.
- Prepare and deliver a presentation of key findings and recommendations to GAIN and relevant stakeholders for feedback.

#### **5. Quality Assurance**

- Ensure that the methodology applied for mapping and analysis is rigorous, participatory, and validated through stakeholder engagement wherever possible.

### **5.0 REQUIRED SKILLS, EXPERIENCES AND COMPETENCES OF CONSULTANTS**

The applicant shall provide the following:

- Submit proposal that demonstrates solid understanding and viable technical approach.

- Detailed demonstration of an understanding of the ToR
- Proposed Methodology to achieve the task (subject to further consensus building)
- Clear activity schedule and timelines
- Proof/copies of past experience in with similar work and at least three references preferably comprising of previous clients.
- Team composition and accompanying CVs
- Detailed Budget

Payment will only be made against agreed milestones and deliverables detailed in the contract signed by both parties and on vetting of the report on its quality and its measure to have met the terms and conditions of the consultancy.

### **Minimum Qualifications**

- An advanced degree in degree in Public Health, Nutrition, Food Systems, Development Studies, Sociology, Policy Analysis, or a related field.

The composition of the consultancy team shall have the following minimum qualifications

### **Qualifications, competences and skills**

- Postgraduate Degree in degree in Public Health, Nutrition, Food Systems, Development Studies, Sociology, Policy Analysis, or a related field.
- Professional English language skills in both verbal communication and report writing
- Logical thinking
- Teamwork spirit, quality and time management

### **General professional experience**

- Minimum of 5–7 years of proven experience in stakeholder mapping, policy analysis, or organizational capacity assessments, preferably in the food, nutrition, or public health sectors.
- Strong understanding of consumer advocacy, food systems, and healthy diets in the Kenyan context.
- Experience working with or alongside government ministries, civil society organizations, and development partners.
- Experiences and knowledge in using approaches/ tools for strategic planning and M&E.

### **DELIVERABLES AND TIMELINES**

- Assignment start date is **4th July 2025**
- Assignment will continue until all the outputs are submitted with the quality satisfactory to the task team that will be formed to monitor the progress of the assignment. The deadline of the submission of the final outputs by **30th October 2025**

## **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 the contact below. Responses will not be confidential except in cases where proprietary information is involved.

[procurementkenya@gainhealth.org](mailto:procurementkenya@gainhealth.org)

## 2. BUDGET

Applicants are required to provide GAIN with a detailed budget in Kenya Shillings, including fees/travel/accommodation and any other direct costs to be incurred in the delivery of the Scope of Work. Include a brief narrative justification for line items included. The budget must be inclusive of all taxes/VAT and indirect costs. The final budget amount will have to be approved by GAIN prior to starting the project.

## 3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as two separate documents:

- Technical proposal:
  - i. Description of previous relevant work (maximum 1 page);
  - ii. Composition of team with names and brief biographies of all key staff (maximum 3 pages);
  - iii. Detailed proposal explaining how the areas of work mentioned in Scope of Work will be addressed, including risk and mitigation strategy and timeline (maximum 10 pages);
  - iv. References.
- Financial proposal:
  - i. Budget inclusive of tax
  - ii. Detailed budget justification.
  - iii. Offer of services.

## 4. SUBMISSION

Complete proposals should be submitted in electronic copy to: [procurementkenya@gainhealth.org](mailto:procurementkenya@gainhealth.org). The subject line should indicate **"MAPPING OUT ALL CONSUMER ORGANISATIONS TO ENGAGE IN PROMOTING CONSUMPTION OF LOCAL HEALTHY DIETS"**.

## 5. DEADLINE

Completed proposals should be submitted by **5:00 pm EAT on 20th June 2025**

## 6. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline.
- Proposals received by fax or post.
- Incomplete proposals.

## 7. REVISIONS

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

## 8. 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.

## 9. COMPLETION

- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed 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 GAIN at [procurementkenya@gainhealth.org](mailto:procurementkenya@gainhealth.org) prior to making their submission before the deadline specified in the timeline above.
- While GAIN has used considerable efforts to ensure an accurate representation in this 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.

## 10. RIGHTS OF REJECTION

GAIN reserve 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.

## 11. REFERENCES

GAIN reserve 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.

## 12. 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 reserve 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:

- 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:

- Providing detailed technical documentation of the proposed strategy.
- Evidence of experience delivering solutions using the proposed information technology platform.  
*(The consultant should have experience in tax systems, political economy analysis, policies, programming, development of theories of change and a strong background in food and nutrition security in the development sector with a nexus to environment/climate change and gender)*

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. 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. 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.

## 6. 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.

## 7. 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.

## 8. 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.

## 9. 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 rest entirely with GAIN.

## 10. 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.

### OFFER OF SERVICES

1. Offer submitted by:

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(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. [to be completed]
  - b. [to be completed]
  - c. [to be completed]
  - d. [to be completed]
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 [add month and year] in [add location].

\_\_\_\_\_ [add title]

Signature (applicant)

\_\_\_\_\_ [add title]

Signature (applicant)