

## **Request for Proposals**

Global Alliance for Improved Nutrition (GAIN) is seeking a firm having experience and expertise in conducting market and value chain studies for assessment of business needs and business services options (finance, business development, and technical services) available for early-stage growth-oriented businesses in the food and nutrition-related value chains in Pakistan.

Experienced consultancy firms/organizations are requested to submit their technical and financial proposals (max 6 pages) latest by **30<sup>th</sup> December 2018** on [sokhan@gainhealth.org](mailto:sokhan@gainhealth.org).

**Updated version\*. Updated on 21<sup>st</sup> December 2018**

**\*The headings of updated sections are highlighted with green color in the ToR.**

**Terms of Reference: SUN Business Network:**

---

Assessment of finance, business development, and technical services need and available options to businesses in the food and nutrition-related value chains in Pakistan.

---

<b>PURPOSE:</b>	To provide GAIN and SUN Business Network a sound basis to develop interventions and brokering partnerships to enable business services in food and nutrition-related value chains.
<b>OBJECTIVE:</b>	Identify business needs; existing finance options, business development services (BDS) and Technical Services (TS) available for early-stage growth-oriented early companies/SMEs/entrepreneurs and determine the gaps that limit innovative solutions nutrition-related value chains in Pakistan.
<b>REPORTS TO:</b>	Country Coordinator, SUN Business Network Pakistan
<b>LOCATION:</b>	<b>Islamabad Pakistan</b>

---

**1. BACKGROUND: Scaling Up Nutrition Business Network (SBN)**

The SUN Business Network (SBN) is one of the Scaling Up Nutrition (SUN) Movement’s four global networks (Business, Donor, Civil Society, and UN). The SBN is co-convened at the global level by GAIN (Global Alliance for Improved Nutrition) and the UN World Food Programme (WFP) and functions to support SUN Countries to engage with business within a multi-stakeholder, country-owned, approach to scaling up nutrition.

The SBN is supporting more than 30 SUN countries to build awareness of the importance of nutrition in the business community and engage with companies to advance nutrition in a variety of ways. To date, 18 countries within the SUN Movement have launched or are building national business networks.

SBN Pakistan was established in 2015 with an aim to engage the private sector and increase private sector contribution in addressing malnutrition in Pakistan. SBN Pakistan engages strategic private sector players including Multi-national Companies (MNCs), National Companies (MNCs) and Small and Medium Enterprises (SMEs) to incentivize them to take actions on nutrition. SBN adopts a multi-stakeholder platform approach and workings on enabling business environment and services, inspiring businesses to adopt responsible practices and facilitates processes to brokering partnerships between businesses and other stakeholders to advance the country’s nutrition objectives.

SBN has formulated its country business engagement strategy and has identified 5 thematic areas including, Agriculture livestock and fisheries, Food safety & quality, food supplementation, dietary diversity & children feeding practices, and water sanitation & hygiene to engage with relevant businesses. Out of these, SBN has prioritized Agriculture, Food Safety & Quality and Food Supplementation and businesses are being engaged in each thematic area. Until now 33 businesses have joined the network and the portfolio is expected to increase to 100 over the next 2 years.

In Pakistan, food and nutrition-related chains are dominated by SMEs. The limited flow of capital into these value chains underpins innovations and competitiveness of these sub-sectors thereby affecting their ability to deliver safe and nutritious food products and services at affordable price to the masses. Growth-oriented innovative SMEs and start-ups are emerging and are at their embryonic stages, however, limited access to finance, BDS and technical services is limiting their ability to offer healthy solutions to enriching food and diets and improve dietary behaviour.

Without adequate access to capital, business development and technical services, these businesses are less likely to improve their products services and scale up operations. The SBN is seeking a consulting firm to advise on these services for the said category of businesses in Pakistan and recommend actions to bridge the gap in a sustainable manner to catalyse innovative business models and businesses in the food and nutrition-related value chains to improve nutrition.

---

## 2. SCOPE OF WORK

Key activities will focus on the following;

- I. Asses the kind of finance, business development, and technical services need
  - ) Identify and map the exiting early stage growth-oriented small and medium-size businesses and startups in the nutrition and food value chains.
  - ) Scope their finance, business development, and technical service need and analyse the nature of needs, gaps and underlying reasons in accessing these services.
- II. Assess available services and providers in Pakistan and recommend actions and potential actors for collaboration and partnership to improve the availability and accessibility of these services.

### 1. Financial options operating in Pakistan:

- I) Scope the catalytic finance offering patient/soft capital to the above category of businesses with business plans that combine commercial and development outcomes and analyze their priorities for investments in different sectors and investment expectations.
- II) Scope the long-term financing options in Pakistan (Equity, venture capital, long-term loans etc.), analyze their current focus and priorities availability for such businesses and asses their risk appetite and thresholds with respect to investing in innovative business model in food and nutrition-related value chains.
- III) Analyse why and how these businesses are overlooked by the finance providers.
- IV) On the basis of this analysis, map and identify providers of finance as per their suitability for startups and early-stage businesses categories that could potentially partner with SBN to enabling finance for them.

### 2. Assess business development services operating in Pakistan:

- I. Scope the business accelerators and incubators with wraparound services that partner with different capital providers, particularly soft and patient capital to offer finance to early-stage growth-oriented small businesses and start-ups.
- II. On the basis of this analysis, identify 3-5 business accelerators that could potentially partner with the SBN in Pakistan.

### 3. Assess Technical Services Providers:

- I. Scope technical services providers (product formulation, food safety & quality, nutrition awareness etc.) that are available in Pakistan from public and private sources to these businesses and analyse missing services in the light of the need of businesses.
- II. On the basis of this analysis, identify 5 – 10 business technical services providers that could potentially partner with the SBN in Pakistan in addressing the gap.

### 3. OUTPUTS AND RECIPIENT OF THIS WORK

A detailed report covering financing, business development and technical assistance needs, mapping of Investment Funds, business accelerators and technical services providers operating in Pakistan which potentially could partner with the SBN to enable the services to the businesses in the value chains.

### 4. Deliverables:

- ) Deliverable 1: Inception report including description of the methodology
- ) Deliverable 2: Assessment of Business needs
- ) Deliverable 3: Assessment of service providers (Finance, BDS & TS)
- ) Deliverable 4: Draft background report including the above analyses as well as recommendations
- ) Deliverable 5: Final report

### 5. MANAGEMENT OF THIS CONSULTANCY

- ) The consultancy will report to Country Coordinator SBN Pakistan
- ) **Timeframe: 01.01.2019 to 28.02.2019**

### 6. Qualification of successful provider

The firm/organization	<ul style="list-style-type: none"> <li>) Registered firm/organization</li> <li>) Background and experience in undertaking studies related to SMEs, value chains and market development and consumer markets.</li> <li>) Sound understanding of the economy and business sectors of Pakistan</li> <li>) Previous work in a similar context</li> </ul>
Team Leader	<ul style="list-style-type: none"> <li>) University degree in business administration, international business/trade or related field.</li> <li>) In-depth knowledge of the private sector, SMEs, innovation spaces and food value chains</li> <li>) Work experience of over 6 years with SMEs, startups, agro-food value chains/markets development.</li> <li>) Demonstrated experience in undertaking studies and writing high-quality reports</li> <li>) Sound experience of Food systems and nutrition in Pakistan</li> <li>) Excellent research, writing and communication skills.</li> </ul>
Technical expert(s)	The team expert(s) should hold relevant expertise and experience as mentioned in the Scope of work.

### 7. How to Apply?

Send your technical and financial proposals at [sokhan@gainhealth.org](mailto:sokhan@gainhealth.org) latest by 30<sup>th</sup> December 2018. The proposals will be evaluated against the allocated scores mentioned in the proposal format.

**Proposal Format:**

[Insert Date]

To: Manager Operations and procurement, GAIN

Dear Madam/Sir,

We, the undersigned, hereby offer to render the following services to GAIN/SBN in conformity with the requirements defined in the RFP dated [put date here] and Terms of Reference.

**A. Qualifications of the Consulting Firm –25 points**

The firm must describe and explain how and why they are the best entity that can deliver the requirements of GAIN by indicating the following:

Description	Allocated scores
a) Profile of the organization – describing the nature of the business, field of expertise, Affiliations, certifications, accreditations;	5
b) Track Record– list of at least 2 previous clients for similar services as those required by GAIN/SBN, indicating the description of contract scope, contract duration, contract value, contact references;	5
c) Experiences of the firm in studying food value chains form a market development perspective in Pakistan and abroad.	15

**B. Proposed Methodology for the required service – 25 points**

Description	Score
a) The firm must describe how it will deliver the demands of the RFP against the terms of reference; providing a methodology, detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place while demonstrating that the proposed methodology will be appropriate in the given context and conditions.	20
b) Work schedule and timeliness	5

**C. Qualifications of Key Personnel dedicated to this assignment – 20 points**

Description	Score
<b>1. Team Leader (CV)</b> a) Educational Background b) Relevant Work Experience c) Sub-sector/value chain/market research experience	10
<b>2. Team of Experts (CVs)</b> a) Educational Background b) Relevant Work Experience c) Research Experience	10

**D. Overall financial 30 points**

**Financial Proposal:**

**Cost breakdown by component:**

Description	Unit Cost	Total number of engagement day/hours	Number of personnel	Total rate
<b>I. Personnel</b>				
1. Expertise 1				
2. Expertise 2				
3. Expertise 3				
others				
<b>II. Out of pocket expenses</b>				
Travel				
Communication				
Reproduction				
XYZ				
XYZ				
<b>III. Other costs</b>				
xyz				

**Cost breakdown by deliverables**

S#.	Deliverable	%age or total price	Price (Lump sum all inclusive)
1	Deliverable A		
2	Deliverable B		
3	Deliverable C		
4	Deliverable D		
5	Deliverable E		
<b>Total</b>		<b>100%</b>	

**This will be the basis for payment tranches.**

**Additional details required from the contracting party:**

Name of the company:

Type of company:

Year of establishment:

Address (Street Number + Street):

Postal Code:

City:

Country:

Phone:

Website:

Main Contact Person (First Name + Last Name if different from consultant name above):

Email Address:

Name of Bank:

Address of Bank (Street Number + Street; Postal Code + City; Country):

Title of Account:

Account Number

Swift Code

IBAN

[Name and Signature of the Service Provider's Authorized Person]

[Designation] [Date]



## Some Important Definitions:

---

### ) **Nutritious and Safe Food:**

GAIN defines a “nutritious” food as a food that in the context where it is consumed and by the individual that consumes it, provides beneficial nutrients (e.g. vitamins, major and trace minerals, essential amino acids, essential fatty acids, dietary fiber) and minimizes potentially harmful elements (e.g. anti-nutrients, quantities of saturated fats and sugars).

GAIN defines a “safe” food as a food that does not increase the probability of poor health outcomes when part of a broader recommended diet in the context where it is consumed. Specifically, safe food is that in which attributes derived from the value chain (pathogens, parasites, and contaminants, including agrochemicals and food chain mycotoxins) that could cause adverse health outcomes do not exceed internationally agreed thresholds. The Codex Alimentarius collection of internationally recognized standards provides reference points for adhering to such thresholds, which GAIN will use where and when needed.

### ) **Growth-oriented businesses**

Small and medium-size businesses in their early stage of operations and with a potential to grow faster.

### ) **Startups business**

An innovative and scalable business in the startup phase.

### ) **Startup ideas:**

Innovative business ideas in the pre-startup phase being incubated before hatching into the market. These can be found in the innovation spaces.