

REQUEST FOR PROPOSALS

BUSINESS CONSULTANT –STRATEGY FOR TEMPEH SMALL MEDIUM ENTERPRISE (SME) IN SUSTAINING PRODUCTION AND CONSUMPTION OF JACK BEAN / MIXED BEAN TEMPEH

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

TABLE OF CONTENTS

I. PROJECT BACKGROUND AND SCOPE OF WORK	2
II. INSTRUCTIONS FOR RESPONDING	5
III. TERMS AND CONDITIONS OF THIS SOLICITATION	10
IV. OFFER OF SERVICES	12

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

Indonesia is one of the largest consumers of soybeans globally, with a significant portion of its demand met through imports. In 2022, Indonesia imported approximately \$1.53 billion worth of soybeans, primarily from the United States, Canada, Argentina, Brazil, and Malaysia¹. Domestic soybean production has been insufficient to meet the growing demand, with local production covering only about 20% of the total requirement². This heavy reliance on imports makes the soybean supply chain vulnerable to global market fluctuations and environmental concerns.

The environmental impact of soybean imports is significant. The intensive monoculture systems used in major soybean-exporting countries contribute to deforestation and biodiversity loss. Additionally, the long-distance transportation of soybeans results in substantial greenhouse gas emissions. These factors highlight the need for more sustainable alternatives to imported soybeans.

Under its Nourishing Food Pathway (NFP) program, GAIN aims to show that consumption of sustainable foods with high micronutrient values and low environmental footprints could contribute to the shifting of healthier and environmentally positive diet choices. In Indonesia, GAIN has identified tempeh as a priority food that is nutritious and has low environmental impact. Ridha (2020) has conducted a thorough value chain analyses on Tempeh industry focusing on the three regions which are the largest producer of Tempeh (Lampung, Bogor and Yogyakarta). The study showed that the most of large Tempeh producers use imported soybeans, which leave risks to higher environmental footprints due to the increased emissions resulted from intensive monoculture systems, deforestation, and the inefficient overseas travel for its distribution (Wiloso et al 2019).

GAIN Indonesia thus assessed the feasibility of the market for more environmentally positive tempeh production and processing. The results show that jack bean has high potential to be developed as a soybean tempeh alternative, considering its cheap raw material price, nutritional profile (relatively low fat and high

¹ [Soybeans in Indonesia | The Observatory of Economic Complexity](#)

² [Determinants of Soybean Production and Imports in Indonesia](#)

protein), sensory properties (high acceptance), and scale-up readiness. The value chain for tempeh using alternative beans (e.g., jack beans) is still underdeveloped, with opportunities to increase production and consumption. There are different challenges in mixed bean and jack bean tempeh production in different areas. In some cases, the main challenge is stability of jack bean supply. In others, the challenge is more on market demand (See proposals of 2 tempeh producers). Supply and demand are deeply interrelated and must be jointly achieved. This affect other challenges where jack bean tempeh's price is higher than soybean tempeh, also it has slightly different taste. The latter issue is correlated with marketing challenges.

To address those challenges, GAIN now is supporting jack bean and mixed bean tempeh producers and other value chains actors to (i) scale-up the supply chain of jack bean to produce alternative tempeh variety and (ii) support the business development and marketing of mixed bean and jack bean tempeh.

GAIN has chosen two partners in Bogor and Aceh to work with supply chain actors to increase production of jack bean / mixed bean tempeh³. GAIN is providing these two successful applicants a grant of to develop their business in support of these goals. Grants will be used for business development activities such as nursery of jack bean, jack bean plantation, and tempeh production. All activities contribute towards the objectives of the project to increase production and consumption of mixed bean and/or jack bean tempeh as outlined below. Grants must be spent by December 2025. But their business is expected to be sustainable.

To ensure that the grant is used to build a sustainable business for the tempeh producers, **GAIN seeks a business consultant (s) to support tempeh partners in business development for achieving their business goals to increase production and sales of jack bean and/or mixed bean tempeh.** The services of the business consultant (s) include consultancy on business development, to provide capacity building in increasing production for jack bean / mixed bean tempeh; and linkage to larger industries such as private sectors committed to taking forward jack bean / mixed bean tempeh.

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP.

3. SCOPE OF WORK AND DELIVERABLES

3.1. SCOPE OF WORK

The consultant, in coordination with GAIN and the tempeh partners, shall provide the following services:

1. Business development
 - a. Design the recommendation toward the proposals from the 2 tempeh partners and propose alternative business plans for them (1 year, and 5 years plan)
 - b. Link the tempeh producers to future investors for scaling up
 - c. A business case for jack bean and mixed bean tempeh to show that its commercially viable to encourage future investment to increase the scalability / sustainability of the business
2. Capacity building
 - a. Conduct trainings of how to create, run, achieving target, until evaluate the business plan and implementation

³ Mixed bean tempe: soybean & jack bean

3. Monitoring and advisory
 - a. Conduct regular visit and monitoring for each tempeh partner to evaluate their activities according to the business plan and development that has been prepared together (GAIN, tempeh partners, the consultant/s).
 - b. Provide advice on changes on business plan and development strategies
4. Coordination
 - a. Work closely with GAIN to prepare a detailed workplan, including deliverables and timeline
 - b. Conduct and participate in regular meetings with GAIN, the tempeh partners and other partners to update the progress of the project and/or other related activities
 - c. Be available for ad-hoc communications as needed
5. Reporting
 - a. Provide all data and analysis files to GAIN
 - b. Provide regular reports to GAIN regarding the progress of the business plan and development of each tempeh partner
 - c. Produce interim and final deliverables according to the workplan, including providing detailed reports of achievement of each business plan and development of the tempeh partners

3.2. DELIVERABLES

These deliverables should be submitted by the consultant during and at the end of the mission:

- Inception report outlining work plan and timeline for the 6 scope of work above, after the kick-off meeting
- Detailed business plan for the tempeh partners (1 year, and 5 years plan)
- MoU of the SMEs with market actors; retailer, business associations/intermediaries to market their products; and with future investor(s) for scaling up their businesses
- A training plan of how to create, run, achieving target, until evaluate the business plan and development, following GAIN training guidelines
- Interim reports (quarterly / as agreed on the contract later) regarding the trainings, progress of the business plan and development of each tempeh partner, advice on change on business plan and development, et cetera

KPI; increasing the jack bean and tempeh production (e.g. improvement of production capacity), sales (i.e. increase of sales-income, increase of sales places etc) and investment (amount of investors/value of investment) - of the mentored tempeh partners.

- Draft and final report, including future recommendation, all documentations and raw data.

All deliverables are subject for GAIN review and feedback.

The table below provides illustrative dates for the work:

Deliverables	Date	Payment terms
<ul style="list-style-type: none"> - Contract signing - Approved work plans, - Design business plan, - Training plan for and concept for each tempeh partner, - Kick-off meeting 	20 February 2025	1 st payment
Interim report approved by GAIN <ul style="list-style-type: none"> - training results, - field visits and monitoring results, - advice on business plan 	3 rd April 2025	2 nd payment
<ul style="list-style-type: none"> - MoU of the SMEs with market actor (s) - 2nd Interim report approved by GAIN (training results, progress and advice to the business plan and development of each tempeh partner) 	5 th July 2025	3 rd payment
<ul style="list-style-type: none"> - 3rd Interim report approved by GAIN (training result, progress and advice to the business plan and development of each tempeh partner) - MoU with future investor 	6 th October 2025	4 th payment
<ul style="list-style-type: none"> - Final report approved by GAIN (business plan and development have been successfully implemented) - Future recommendation and Documentation (pictures & videos) & raw data (1 online drive & 1 hard drive), etc 	30 January 2026	5 th payment

3.3. REQUIRED QUALIFICATIONS

To support the growth and market positioning of SMEs engaged in tempeh production, we are seeking a **Business Consulting Company/Team** with the following qualifications and capabilities:

1. Organizational/Team Profile

- A well-established consulting firm or team/organisation with **experience** in business consultancy, experienced in **agri-food or FMCG sectors**.
- Proven track record of working with SMEs to enhance their business operations, branding, and market access.
- Demonstrated ability to deliver **measurable outcomes**, including securing strategic partnerships or MoUs between SMEs and market actors such as retailers, wholesalers, or distributors.

2. Expertise and Capabilities

Business Development

- Strong experience in working with SMEs to develop comprehensive business plans that integrate innovative approaches for new or improved food products.
- Expertise in **business growth strategies**, including financial planning, operational optimization, and scaling models for SMEs.
- Experience in developing **business proposals, feasibility studies, and investment attraction strategies** for SMEs.

Strategic Partnership Development

- Demonstrated ability to facilitate and secure **Memorandums of Understanding (MoUs)** or partnerships between SMEs and market actors (retailers, distributors, food service companies, etc.) to ensure market access and long-term business sustainability.

3. Project Experience

- A portfolio of relevant past projects highlighting successful SME development, particularly in **processed food or plant-based products**.
- Experience in implementing training programs and capacity-building initiatives for SME entrepreneurs.
- Familiarity with **food safety standards**, sustainability certifications, and market compliance for agro-food businesses.

4. Team Composition

- A multidisciplinary team of experts with backgrounds in **business strategy, management, and agri-food systems**.
- At least one team member with a strong understanding of the **tempe industry**, plant-based protein trends, or similar products.

- A dedicated **liaison manager** to coordinate closely with the SMEs and ensure alignment with project goals.

5. Stakeholder Engagement

- Demonstrated ability to engage with diverse stakeholders, including government agencies, non-governmental organizations, and private sector actors.
- Experience in facilitating training, or multi-stakeholder dialogue to align market expectations with SME capabilities.

6. Deliverables

- A detailed action plan with timelines for achieving key milestones, including capacity building, market analysis, and branding strategies.
- Facilitation and successful signing of **MoUs between SMEs and key market actors** within the project duration.
- Comprehensive reports detailing outcomes, market opportunities, and recommendations for long-term SME sustainability.

7. Additional Requirements

- Ability to conduct on-site assessments and consultations with SMEs across their production facilities.
- Familiarity with donor-funded project frameworks and reporting requirements.

This consultancy will be pivotal in transforming the competitiveness and market integration of tempe-producing SMEs. Proposals will be evaluated based on organizational experience, team expertise, value of money, and their ability to deliver the above outcomes effectively.

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.

GAIN Indonesia

Email: gainindonesia@gainhealth.org and eyunindio-sari@gainhealth.org

Phone (office): +62 21 57956031

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

In their proposal the **consultant should review the GAIN report and proposals from the 2 tempeh producers, before providing recommendations to it and propose the alternative design of the business plan and development for the 2 tempeh producers.**

Link to the 2 tempeh producers proposal; [link 1](#), [link 2](#) . Please send us an email to request for the access to the files.

The proposal needs to be formatted as follows:

The proposal needs to be formatted as two separate documents:

Technical proposal

- Brief or summary recommendations (1000-2000 words) for each, to the 2 tempeh producers' proposals and the alternative design of the business plan and development for the 2 tempeh producers.
- Detailed proposal explaining how the areas of work mentioned in Scope of Work will be addressed, including risk and mitigation strategy and timeline
- Description of previous relevant work
- Composition of team with names and brief biographies of all key staff (CVs may be included in an annex)
- References

Financial proposal:

- Budget
- Detailed budget justification
- Offer of services

4. SUBMISSION

Originals should be submitted as follows:

One electronic copy containing the documents in Pdf and MS Word format along with all the required information should reach GAIN at the address mentioned below:

Email copy:

- GAIN Indonesia
- Email: gainindonesia@gainhealth.org and eyunindio-sari@gainhealth.org or ibudiman@gainhealth.org

5. DEADLINE

- Completed proposals should be submitted to GAIN Indonesia email: gainindonesia@gainhealth.org and eyunindio-sari@gainhealth.org **before 17.00 WIB on 2nd January 2025**. Proposals may be postmarked on the due date, provided that an email of the proposal is submitted by the deadline.

6. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline
- Incomplete proposals.
- Proposals that are not signed.

7. REVISIONS

Proposals may be revised by electronic mail is 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 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.
- A plus if the consultant provides the example of their success project working with SMEs.

10. 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.

11. 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.

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 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.
 - o 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:
 - o Proposal shall include a feasible work plan to ensure successful completion of deliverables.
 - o The work plan details how activities will be coordinated.
- Detailed budget and cost-effectiveness of proposed approach:
 - o Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
 - o Proposal shall identify possible challenges and include creative approaches to addressing them.
- Management and personnel plan:
 - o 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

Offer submitted by:

(Print or type business, corporate name and address)

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:

6. Click or tap here to enter text.
7. Click or tap here to enter text.
8. Click or tap here to enter text.
9. Click or tap here to enter text.

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) 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)
