

Request for Proposals for an Acquisition



**Micronutrient
FORUM**

Turning evidence into collective action

MARCH 2026

1 TABLE OF CONTENTS

1	Table of Contents.....	1
2	Cover Letter	2
3	About Micronutrient Forum.....	3
4	Proposal Overview	4
4.1	Phase One: Expression of Interest.....	4
4.2	Phase Two: Concept Note Collaboration	4
4.3	Timeline	4
4.4	Final Award	4
5	Phase One Detail	5
5.1	Process.....	5
5.2	Deliverable.....	5
6	Phase Two Detail	6
6.1	Process.....	6
6.2	Deliverable.....	6
7	Selection Process.....	7
7.1	Evaluation Rubric.....	7
8	Managing Conflicts of Interest	7
9	Due Diligence Documents	8
10	Acquirer Desired Characteristics	8
11	Instructions for Responding	9
11.1	Inquiries	9
11.2	Completion	9
11.3	References	9
12	Terms and Conditions.....	10
12.1	Notice of Non-Binding Solicitation	10
12.2	Right to Final Negotiations on the Proposal.....	10
12.3	Communication	10
12.4	Final Acceptance.....	10
12.5	Validity Period.....	10



2 COVER LETTER

Thank you for your interest in learning more about the Micronutrient Forum (the Forum) and our search for an acquisition, merger, or hosting agreement. We are pleased to share this request for proposal (RFP) as part of a deliberate and forward-looking process to identify a long-term home that will enable the Forum to deepen and scale our impact.

Since being established as an independent, U.S.-based 501(c)(3) organization in 2018, we have expanded both our programmatic portfolio, impact, and staff, establishing ourselves as a trusted, neutral convener and thought leader on micronutrient nutrition across populations, life stages, and crises. Our independence was critical to establishing our credibility and neutrality. However, the current global funding environment makes it unlikely that the Forum can secure sufficient, consistent, long-term financial support to grow to the scale required to justify operating as a standalone organization. Moreover, the cuts in development funding come with a mandate to ‘do more with less’, and we want to be responsive to that challenge.

The Forum leads [three vital programs](#), all of which are in a solid financial position and demonstrate strong demand from partners, donors, and the broader nutrition community. We are also planning our [seventh global conference](#), building on the success of previous convenings and reaffirming the Forum’s central role in shaping dialogue, evidence, and collaboration across the sector.

Against this backdrop, the Forum believes our next chapter should be pursued through partnership. We are therefore seeking an acquisition that offers strong programmatic alignment, operational scale, and the shared values needed to sustain and grow our impact, while preserving our role as a trusted, neutral convener. Our goal is to ensure that the Forum’s mission, ultimately contributing to the development of stronger policies, programs, and systems to protect the health of vulnerable communities everywhere, continues with strength, credibility, and ambition.

Our programs and conferences accelerate collective action on key micronutrient and nutrition issues through collaboration, brokering knowledge, convening, and aligning priorities across sectors. We believe that, within a thoughtful home, our most impactful work is still ahead of us.

We look forward to learning more about your organization’s interest, vision, and potential fit during this RFP process.



3 ABOUT MICRONUTRIENT FORUM

The Micronutrient Forum is the central platform for evidence and advocacy to improve micronutrient health. As a neutral, expert-led organization, the Forum brings leaders from across sectors to build and strengthen the evidence base on micronutrient deficiencies and interventions, drive consensus, and ultimately contribute to the development of stronger policies, programs, and systems to protect the health of vulnerable communities everywhere.

Micronutrients are among the best investments in development, yet widespread deficiencies persist, and affordable, effective interventions are deprioritized. Micronutrient Forum uniquely addresses these challenges because the organization is connected, neutral, nimble, and effective. As a global nutrition knowledge organization, the Forum synthesizes and translates evidence across the full spectrum of micronutrient science—from biology and research to large-scale implementation. It convenes researchers, policymakers, implementers, and private-sector actors, while remaining a neutral, non-implementing entity. This independence enables the Forum to provide objective, evidence-based guidance and serve as a trusted technical convener.

The micronutrient community is hampered by a fragmented, uncoordinated landscape of organizations and individuals addressing specific deficiencies or isolated interventions. The Forum is dedicated to promoting a unified, evidence-based approach to addressing micronutrient malnutrition. [The Forum delivers impact](#) by fostering collaboration and serving as a knowledge broker, leveraging our unique convening power and evidence-driven programs to connect experts and leaders, align priorities across sectors, and accelerate collective action.



4 PROPOSAL OVERVIEW

The RFP process is designed to ensure an efficient, collaborative approach that allows the Forum and interested parties to communicate throughout.

4.1 PHASE ONE: EXPRESSION OF INTEREST

Phase one will provide applicants with the opportunity to learn about the Forum's programs and operations and to express interest in developing a more detailed concept note. This stage includes dialogue between the applicant and Forum management, access to due diligence documents upon execution of an NDA, and a lightweight deliverable.

4.2 PHASE TWO: CONCEPT NOTE COLLABORATION

Phase two provides an opportunity for shortlisted candidates to develop their acquisition, integration, and operational plans in collaboration with Forum, resulting in a final concept note co-developed by the applicant and the Forum. In the first step of phase two, the applicant will submit a concept note, outlining their plans to integrate and operate the Forum.

4.3 TIMELINE

Activity	Date
Phase One	
RFP issuance	March 5
Expression of interest submission window	March 5 – April 3
Expression of interest due date	April 3 @ 5 PM Pacific Time
Internal review & decision	April 6 – April 17
Responses to letters of interest	April 17
Phase Two	
Draft concept note submission window	April 20 – May 15
Working sessions window	May 18 – June 19
Final concept note window	June 22-July 10
Final concept note due date	July 10 @ 5 PM Pacific Time
Internal review & decision	July 13- July 24
Notification to applicants	July 24

Please note that the RFP timeline is subject to change based on the volume of responses received, due diligence requirements, and other process considerations. Any modifications will be communicated in a timely and transparent manner.

4.4 FINAL AWARD

The final award is subject to the terms and conditions included in this request for proposals, as well as to successful final negotiation of all applicable terms and conditions related to the awarded contract.



5 PHASE ONE DETAIL

5.1 PROCESS

The Expression of Interest (EOI) phase is designed to offer a lightweight way for interested parties to learn more about the Forum and to express their interest in acquiring it. There is a two-week window for the Forum to review all EOIs, during which a meeting may be requested to provide any additional information needed to evaluate the letters.

5.2 DELIVERABLE

The EOI should be a brief letter addressing each of the following points:

1. Primary motivation for responding to the RFP.
2. Ability to preserve the Forum’s status as a trusted convener and neutral knowledge broker and support the ongoing resource mobilization efforts of the Forum programs and conference.
3. Complementarity between your existing programs and operations and the Forum’s programs and conference.
4. Any potential conflict of interest, such as overlapping board, donors, or staff
5. Copies of, or links to, the following documents:
 - a. Current Strategic Plan (or similar strategy document)
 - b. Most recent annual report (or similar report on activities)
 - c. Most recent audited financial statements, along with any associated management letters, internal control communications, and/or disclosure of any going concern opinions or substantial doubt determination issued by the auditor
 - d. Organizational legal status, including country and type of registration



6 PHASE TWO DETAIL

6.1 PROCESS

The concept note phase provides an efficient way for the anticipated three shortlisted applicants to co-design a concept note with the Forum.

6.2 DELIVERABLE

The draft and final concept notes should include the content addressing the following categories:

1. Overview of the business and programmatic **benefit to the organization** acquiring the Forum.
2. Credible **operating plan** including a strategy to ensure the Forum's programs remain funded and managed to ensure continued impact.
3. The **strategic fit** with the applicant's mission and programs, highlighting any areas of overlap and complementarity.
4. An overview of the applicants' plan to **align operations** through shared infrastructure and systems in operations (HR, finance, compliance, technology, etc.)
5. Demonstrated understanding of the Forum's **programs and value proposition**, with special attention dedicated to how neutrality makes the Forum's work possible
6. An overview of the applicant's strategy to **integrate** the Forum's conference, programs, and operations, including employee and consultant retention and funder relationship management.
7. Any **other information** the applicant believes is relevant to the Forum's evaluation.

The final concept note should also briefly address the legal framework governing the acquisition. The draft need not include this legal framework.



7 SELECTION PROCESS

Proposals will be assessed by a committee comprised of members of the Micronutrient Forum Board of Directors, Management, and external leaders from the field. The committee will work towards a consensus recommendation to the Forum’s Board of Directors.

Each expression of interest and concept note will be evaluated based on the evaluation rubric. These evaluation criteria were designed to include both quantitative and qualitative measures to represent the dynamic nature of an acquisition process.

7.1 EVALUATION RUBRIC

The committee will use the following five criteria to conduct its analysis. Importantly, the committee will consider the individual workstreams of the Forum (programs and conference) during their evaluation.

Category	Explanation
Credible operating plan	Evaluating the applicant’s strategy to ensure Forum programs are resourced and managed in a way that will lead to continued impact and sustainability.
Strategic fit	Evaluating the applicant’s mission and current work for complementarity, but not competition, with the Forum's current and future work.
Operational alignment	Evaluating the applicant’s plan to create efficiencies through shared infrastructure and systems in operations (HR, finance, compliance, technology, etc.) to ensure the sustainability of our programmatic work.
Understanding of the Forum programs and value proposition	Evaluating the applicant’s understanding of the Forums programs and conference, and how neutrality makes this work possible.
Clear and feasible integration plan (excluded from Phase 1)	Evaluating the applicant’s plan to ensure the seamless transition and continuity of partnerships, employment, consultancies, and other key relationships.

8 MANAGING CONFLICTS OF INTEREST

The RFP process is designed to be transparent, and part of that is managing conflicts of interest. It is very important that the Forum avoid any perceived or real conflict of interest by Board Members and Committee Members whose home institutions or affiliations may respond to the RFP, or represent a competitive threat to other bidders. As such, we have asked all Board and Committee members to declare all potential conflicts of interest, and those with conflicts will be recused from the process.



9 DUE DILIGENCE DOCUMENTS

To assist applicants, the Forum has prepared a suite of due diligence documents. To access these documents, please email RFP@MicronutrientForum.org.

10 ACQUIRER DESIRED CHARACTERISTICS

The Forum is a mission-driven not-for-profit organization that collaborates to drive collective action. To continue accomplishing our mission, the Forum is seeking a home that will allow our programs to continue working in this collaborative manner.

The ideal home has the following characteristics:

- Mission and scope of work complementary to that of the Micronutrient Forum.
- A reputation for collaboration with partners, funders, regional and national bodies.
- Commitment to preserve the Micronutrient Forum's identity, reputation, and technical credibility.
- An administrative system able to efficiently and effectively integrate or support the finances, human resources, contracting, and technology.
- Experience operating in a global context, including multi-country employment and consulting agreements.
- Experience planning and delivering international conferences, convenings, or large-scale knowledge-sharing events.
- Hosting / Integration Experience, preferred but not required;



11 INSTRUCTIONS FOR RESPONDING

This section addresses the process of responding to this request for proposals. Applicants are encouraged to review this before submitting.

11.1 INQUIRIES

Please direct all inquiries and other communications to RFP@MicronutrientForum.org.

11.2 COMPLETION

It is the applicant's responsibility to understand the instructions specified by the Forum. In the event that clarification is necessary, applicants are advised and encouraged to contact the Forum (see above) before submitting.

- By responding to this RFP, the applicant confirms their understanding that failure to comply with any of the RFP instructions and conditions may result in disqualification.
- The Forum 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 the Micronutrient Forum will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.
- Proposals that are received after the proposal closing time at the specified receiving office may not be considered.
- Incomplete proposals may not be considered.
- Revised proposals can be sent by email, provided that such revision(s) are received before the Due Date.
- All due dates will be tracked in Pacific Time.

11.3 REFERENCES

The Forum reserves the right, prior to finalizing a selection, to require the applicant to submit such evidence of qualifications as it may deem necessary, and will consider evidence of the applicant's financial, technical, and other qualifications and abilities.



12 TERMS AND CONDITIONS

12.1 NOTICE OF NON-BINDING SOLICITATION

The Forum 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. The Forum additionally reserves the right to negotiate the substance of the finalists' proposals, as well as the option of accepting partial components of a proposal if appropriate.

12.2 RIGHT TO FINAL NEGOTIATIONS ON THE PROPOSAL

The Forum reserves the right to negotiate on the terms of the proposal, and also reserves the right to limit or include third parties at the Forum's sole and full discretion in such negotiations.

12.3 COMMUNICATION

All communication regarding this solicitation shall be directed to the appropriate parties at the Forum. Contacting third parties, the review panel, or any other party could result in the proposal's disqualification.

12.4 FINAL ACCEPTANCE

Final selection of a proposal does not imply acceptance of its terms and conditions. The Forum reserves the right to negotiate on the final terms and conditions, and an agreement will have to be agreed by the Forum and the applicant.

12.5 VALIDITY PERIOD

The Offer of Services will remain valid for 90 days after the proposal closing date. In the event of selection, you will be expected to enter into an agreement, subject to the terms and conditions of the Forum contract.

