



REQUEST FOR PROPOSAL-CHANGE MANAGEMENT WORKSHOP CONSULTANT

Project/Activity Name:	CHANGE MANAGEMENT WORKSHOP CONSULTANT
Agresso Work Order:	KE0000HIKE20
Country:	KENYA

REQUEST FOR PROPOSAL - 20251116KE

CHANGE MANAGEMENT WORKSHOP CONSULTANT

RFP Release Date:	Monday 17 th November 2025
RFP Submission Deadline:	Monday 24 th November 2025
Question/ Inquiry Submission Deadline:	Thursday 20 th November 2025
Electronic submission to the attention of:	Procurement Kenya
Electronic submission:	procurement-ke@heifer.org
Contact information for inquiries about this RFP:	procurement-ke@heifer.org
Performance Period:	December 2025



1. INTRODUCTION

Heifer International is an international nonprofit organization committed to the eradication of hunger and poverty through the support of smallholder farmers and rural communities to establish sustainable livelihoods. Since its founding in 1944, Heifer has partnered with farm households across the globe to increase food security, incomes, and environmental stewardship.

In Kenya, Heifer has remained a consistent partner to smallholder farmers, with a focus on building agricultural value chains, climate-resilient agriculture practices, and market access for sustainable markets. Its signature programs in dairy, poultry, and regenerative agriculture have empowered farmers to increase productivity, improve diets within their households, and tap into more stable sources of income. Heifer Kenya also places significant emphasis on building farmer cooperatives, enhancing women and youth participation, and leveraging technology for inclusive development.

2. RATIONALE

Heifer International is undergoing a significant transformation in its operations. This change process is complex and demanding, requiring a shift in mindset and enhanced capability among employees. Currently, there is an opportunity to build personal readiness and resilience to manage this transition effectively. To address this, we seek a consultant to facilitate a workshop aimed at building the internal capacity and skills necessary for successful change adoption. The overall objective is to equip employees with the skills, behaviors, and collaborative capabilities needed to embrace and manage organizational change effectively, both individually and as a team.

3. SCOPE OF WORK

The consultant will complete this assignment using a structured phased approach in three parts.

- A. Design and deliver a layered learning workshop broken down as:
 - Two (2–3 hours sessions) conducted separately on two consecutive days.
 - One full day teambuilding activities session
- B. The layered learning workshop should focus on:
 - Change readiness and adaptability.
 - Building resilience and emotional intelligence.
 - Effective communication during change.
 - Team collaboration and trust-building.
 - Practical tools for managing uncertainty and stress.
 - Provide interactive activities, case studies, and actionable strategies.
- C. Develop a brief report summarizing key outcomes, insights and recommendations for implementation for the country office as a post-workshop follow-up activity.

The targeted participants are nineteen frontline and eleven management staff. The assignment will be implemented by the Consultant and Heifer International in the 2nd week of December 8th to 12th December 2025 for three consecutive days or as agreed upon between Heifer International and the consultant.



4. EXPECTED DELIVERABLES

- i. The workshop agenda and materials to be developed by the consultant prior to implementation.
- ii. Facilitation of three sessions. Two workshop sessions and one full day team building session.
- iii. Post-workshop report with:
 - Key outcomes and insights.
 - Recommendations for sustaining change capability post workshop.

5. CONSULTANTS PROFILE

The lead consultant (individual or firm) should possess strong expertise in Change Management and Organizational Development, with a proven record in leading similar assignments. The ideal candidate(s) should meet the following minimum qualifications:

- A bachelor's degree in business administration, Organizational Psychology, or a closely related field.
- Experience in the use and implementation of relevant workshops using adult learning principles.
- Demonstrated experience in change management, organizational transformation, or capacity development initiatives within similar institutional contexts.
- Strong analytical and problem-solving abilities, with demonstrated success in diagnosing organizational challenges and designing practical interventions.
- Empathy and Emotional Intelligence to promptly recognize and understand the emotions of teams they will be working with during the change management workshop days. This is key requirement to addressing resistance and facilitating smoother transitions
- Strong facilitation and engagement techniques; ability to design interactive, practical sessions.
- Understanding of organizational context and ability to adapt content
- Experience working with non-profit, international development, or mission-driven organizations will be an added advantage.
- Strategic and agile thinking with the capacity to understand an organization's goals and map out the path to achieve them is fundamental.



6. EVALUATION CRITERIA

The procurement committee will evaluate proposals based on the following criteria. Bidders are required to submit detailed and specific responses addressing each criterion to facilitate a fair and transparent assessment.

Proposal Evaluation Focus	Percentage (%)
Understanding of the scope of work, organizational context, and ability to adapt content.	20
Workshop design, methodology and structured plan aligned with objectives; use of adult learning principles.	30
Demonstrated strong facilitation and engagement techniques; ability to design interactive, practical sessions	10
Relevant experience in their respective role in the assignment backed by summarized relevant work experience of two large organizations	30
Statutory compliance and Budget justification /costs realism	10
Total	100%

7. APPLICATION REQUIREMENTS

Legally registered local individuals or firms are eligible to apply. Applicants must submit the following documents as part of their application:

- i. Letter of expression of interest and demonstration of capability to conduct the assignment.
- ii. The capacity and portfolio of the consultant/firm including their qualifications, experience, and expertise relevant to the assignment.
- iii. At least two references from clients for which similar assignments undertaken by consultant with contact information for each.
- iv. A clear and comprehensive work plan (draft), outlining the major activities and schedule.
- v. **Financial proposal** – Individual/firm cost proposal in **KES** for this assignment based on the workplan. The cost should indicate the all-inclusive fixed total contract price. The submissions must include the following documents with their bid or proposal to Heifer International Kenya
 - Certificate of Incorporation or Business Registration Certificate if relevant
 - KRA online PIN Certificate.
 - Valid Tax Compliance Certificate.
 - Updated Curriculum Vitae (*For individuals*)

8. APPLICATION PROCEDURE

The proposal (duly signed) from the consultant should comprise the technical and financial proposals. Applications will be accepted in soft copy through email and mentioning the subject line; “**CHANGE MANAGEMENT CONSULTANT**” to procurement-ke@heifer.org on or before **Monday 24th November 2025**.

9. LATE SUBMISSIONS AND MODIFICATIONS

Proposals received after the submission deadline will not be considered. Applicants are responsible for ensuring their proposals are submitted according to the instructions stated herein. Heifer retains the right



to terminate this RFP or modify the requirements upon notification to the applicants.

10. ETHICAL CONSIDERATIONS

The consultant will make sure that they adhere to Heifer International's research and data privacy and safeguarding, ethical research policy. Every step of data collection and handling should ensure confidentiality, informed consent, and compliance with organizational and Kenyan data protection standards.

11. VALIDITY OF PROPOSALS

Proposals submitted shall remain open for acceptance for Thirty (30) days from the last date specified for receipt of the proposal. This includes, but is not limited to pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process is contractually binding.

12. LIMITATIONS

This Request for Proposal does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or to contract for services or supplies. Heifer reserves the right to fund any or none of the applications submitted and reserves the right to accept or reject in its entirety and absolute discretion any proposal received because of the RFP.

13. INTELLECTUAL PROPERTY

Section 1. Ownership Generally. Subject to Section 2 below, any intellectual property (including but not limited to copyrights, trademarks, service marks, and patents), intellectual property rights, deliverables, manuals, works, ideas, discoveries, inventions, products, writings, photographs, videos, drawings, lists, data, strategies, materials, processes, procedures, systems, programs, devices, operations, or information developed in whole or in part by or on behalf of Contractor or its employees or agents in connection with the Services and/or Goods (collectively, the "Work Product") shall be the exclusive property of HPI. Upon request, the Contractor shall sign all documents and take all actions necessary to confirm or perfect HPI's exclusive ownership of the Work Product.

Section 2. Prior-Owned Intellectual Property. Any intellectual property owned by a Party before the Effective Date ("Prior-Owned IP") shall remain that Party's sole and exclusive property. Regarding any of Contractor's Prior-Owned IP included in the Work Product, Contractor shall retain ownership, and hereby grants HPI a permanent, non-exclusive, royalty-free, worldwide, irrevocable right and license to use, copy, reproduce, publicly display, edit, revise, perform, and distribute said intellectual property, in any format or any medium, as part of the Work Product.

Section 3. Work Made for Hire. To the extent copyright laws apply to the Work Product, the Parties agree that (a) HPI specially ordered or commissioned the Work Product, (b) the Work Product is a "work made for hire" under United States copyright laws, and (c) HPI shall be deemed the author thereof and shall own all right, title, and interest therein. To the extent such rights, in whole or in part, do not vest in HPI as a "work made for hire", Contractor hereby irrevocably grants, assigns, and transfers to HPI, exclusively and in perpetuity, all of the Contractor's rights of any kind or nature, now known or hereafter devised, in, too, and in connection with the Work Product, and HPI shall solely and exclusively own any rights therein, and in the elements thereof, including but not limited to any allied, ancillary, subsidiary, incidental, and adaptation rights. The contractor hereby waives all rights known as "moral rights", and any similar rights, which Contractor may have in connection with the Work Product. The description of Services and/or Goods provided in this Agreement shall in no way limit the way HPI may use the Work Product.



14. DIVERSITY AND INCLUSION

Heifer International values diversity, equity, inclusion and belonging (“DEIB”), and believe that effectively accessing and managing diverse talent leads to improved outcomes. HPI takes a broad view of diversity, and inclusive of varied backgrounds including, but not limited to, age, experience, race, ethnicity, sexual orientation, gender, gender identity, disability status, national origin, and culture. HPI expect third-party providers to respect and reflect HPI’s value of DEIB. HPI’s ongoing monitoring of third-party service providers incorporates an assessment of vendors’ commitment to, adherence with, and track record of accessing and retaining diverse and inclusive workforces.