



**REQUEST FOR PROPOSAL
CONSULTANCY FOR DEVELOPING STRATEGIC LEARNING AGENDA &
COLLABORATING, LEARNING & ADAPTING (CLA) FRAMEWORK FOR PRACTICE FOR
CHANGE (P4C) SIGNATURE PROGRAM**

Project/Activity Name:	CONSULTANCY FOR DEVELOPING STRATEGIC LEARNING AGENDA & COLLABORATING, LEARNING & ADAPTING (CLA) FRAMEWORK FOR PRACTICE FOR CHANGE (P4C) SIGNATURE PROGRAM
Agresso Work Order:	KE0000HIKE20
Country:	KENYA

RFP Release Date:	Thursday 21 st May 2026
RFP Submission Deadline:	Wednesday 3 rd June 2026
Question/ Inquiry Submission Deadline:	Tuesday 26 th May 2026
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:	June 2026



1. Background

Heifer International is a worldwide non-profit organization committed to eradicating hunger and poverty as well as ensuring that the earth is taken care of through sustainable agricultural and livelihood development. Having been established in 1944, Heifer International has worked with smallholder farmers and rural communities all over the world to ensure that their food security is improved, income levels increased, resilience enhanced, and sustainable farming systems are adopted.

In Kenya, Heifer International continues to engage in agricultural development through the adoption of inclusive value chain development, regenerative agriculture, women and youth empowerment, cooperatives development, and market systems development. Through its Practice for Change (P4C) Signature Program, Heifer International in Kenya aims at transforming the livelihoods of smallholder farming families through improved productivity, resilience, access to markets, and inclusive economic engagement.

As the P4C Signature Program scales and evolves, Heifer International in Kenya has realized that apart from a robust system of implementation, a culture of learning, collaboration, reflection, and adaptive management is important to bring about sustainable change. To this end, Heifer International in Kenya views learning as a key function within its organizational strategy aimed at enhancing evidence-based decision-making, quality programs, innovation, and continuous improvement.

The MEL approach by Heifer Kenya is thus designed to make an assertive effort in institutionalizing learning and adaptation as key pillars of program implementation. Learning and adaptation are to become continuous and integrated approaches by which experiences, information, perspectives, and insights gained from the implementation of the program will be systematically gathered, analyzed, recorded, shared, and incorporated into the design and implementation process of the program. This new strategy aims at ensuring that the program remains dynamic in response to realities, needs, challenges, and possibilities of greater success and sustainability.

The main focus in this regard is the creation of CLA processes in the P4C Signature Program. Heifer Kenya looks forward to creating a program environment where the staff, partners, communities, funders, and other stakeholders can engage in reflective and collaborative efforts to enhance the effectiveness and sustainability of the program.



As part of the process of collecting data annually through GIM¹, Heifer Kenya plans to institutionalize regular reflective sessions among its implementing partners and other stakeholders to foster learning and adaptive management practices. These sessions shall include SWOT analysis of the program, evaluation of partnership effectiveness, evaluation of progress made and achievements made, and the necessary steps for adaptation that can lead to improved performance, collaboration, and sustainability outcomes.

In pursuit of this vision, Heifer Kenya is seeking to contract an individual consultant to help in formulating a Strategic Learning Agenda and CLA framework for the P4C signature program. The consultancy will entail the formulation of systems, processes, and tools that will enable continuous learning, improved collaboration, improved knowledge management, and adaptive management within the program implementation process.

The Learning Agenda will be used as a strategic tool for identifying and prioritizing important learning questions, evidence generation and use, reflection, and making sure that lessons learned are incorporated in the decision-making process. The CLA Framework will include the institutional tools needed for integrating collaboration, learning, and adaptation in the program management process.

2. Purpose and Objectives of the Assignment

The objective of this consultancy is to help Heifer Kenya develop and institutionalize a strategic Learning Agenda and CLA Framework for the Practice for Change (P4C) Signature Program to improve its capacity to learn, make decisions based on evidence, engage in adaptive management, and achieve program success. More specifically, the consultancy will help Heifer Kenya enhance its capacity to intentionally produce, document, analyze, share, and apply knowledge arising from the process of implementing the program, engaging partners, consulting stakeholders, and monitoring program performance. In doing so, the organization will move from a situation where learning is an ad-hoc practice to one where learning becomes an intentional, systematic, and sustained organizational activity.

Through this consultancy, the consultant is expected to:

- i. Assess the current practices in learning, reflection, knowledge management, and adaptive management within the context of the P4C Signature Program. Based on this assessment, the consultant will develop a strategic Learning Agenda, which will articulate the priority learning areas, learning questions, evidence needs, and pathways to learning related to the objectives and priorities of the P4C framework.
- ii. Develop a feasible and functional CLA Framework that incorporates collaboration, learning, reflection, and adaptation into everyday program delivery and management practices. This CLA Framework will help create processes and mechanisms for engagement of stakeholders, information exchange, feedback handling, joint reflection, adaptive planning, and organizational learning.

- iii. Assist Heifer Kenya to establish structured reflection processes in relation to annual GIM data collection and periodic review of programs. These processes will ensure that strategic reflections are made on program performance, partnership effectiveness, implementation problems, emerging opportunities, and sustainability issues to generate recommendations for adaptive management.
- iv. Develop useful tools and systems for continuous learning and adaptive management, such as feedback loops, templates for documenting learning, case study format, learning briefs, facilitation guide, and Adaptive Management Register.
- v. Build the capacity of Heifer Kenya staff and partners to implement and maintain the Learning Agenda and CLA Framework through capacity development initiatives.

3. Scope of Work

The consultant will execute this task using an interactive and participatory process, with the aim of capturing Heifer Kenya's priorities for strategic learning and program management. The task will be executed using an assessment of current practices regarding M&E, learning, knowledge management, and adaptive management within the P4C Signature Program. This will entail engaging program teams, MEL team members, implementing partners, and other stakeholders to understand how learning currently happens, how it is recorded, disseminated, and applied in program implementation. The assessment will cover the reflection processes, stakeholder engagement mechanisms, feedback loops, knowledge products, reporting processes, and adaptive management processes currently used by the organization.

Upon the completion of the assessment, the consultant will prepare a strategic Learning Agenda for the P4C Signature Program. The Learning Agenda will include priority learning areas and critical learning questions based on program goals, implementation challenges, and strategic decision-making needs. The consultant will also design a comprehensive Collaborating, Learning, and Adapting (CLA) Framework that incorporates continuous learning and adaptive management in the program implementation process architecture. The framework will detail practical approaches to collaboration, reflective practices, knowledge sharing, stakeholder engagement, and adaptive actions at various levels of program implementation.

The CLA process will involve creating formal mechanisms for conducting pause-and-reflect activities associated with the annual GIM data collection activities and program review cycles. The activities will facilitate systematic reflection on program accomplishments, challenges faced in implementing the program, partnership issues, emerging threats, and areas of improvement based on SWOT analyses. The consultant will also assist in developing formal mechanisms for adaptive action planning to help turn lessons learned into actionable steps for the program.

The consultant will assist in developing practical mechanisms for managing and disseminating lessons learned through knowledge management practices. This will involve the creation of learning briefs, case studies, success stories, webinars, learning events involving stakeholders, and other knowledge products. Mechanisms will also be established for capturing and managing stakeholder and partner feedback. Consistent with the adaptive management

principles of Heifer Kenya, the consultant will establish an Adaptive Management Register that will be used to document lessons learned, implementation adjustments, management decisions, follow-ups, and outcomes.

The CLA approach and learning agenda will further include other strategic learning and collaboration activities such as participation in webinars and learning forums, organizing learning events with stakeholders, conducting joint annual implementation planning workshops with partners, improving feedback mechanisms, and helping produce learning outputs and communication materials based on evidence.

Finally, the consultant will develop the capacity of Heifer Kenya staff and implementing partners to implement the Learning Agenda and CLA framework through capacity building activities like training workshops, mentorship sessions, facilitation services, and preparation of operation manuals and guidance documents.

4. Deliverables

The consultant shall provide a range of strategic and operational deliverables that will contribute to the process of institutionalizing learning and adaptive management in the P4C Signature Program. Some of the key deliverables will be:

- i. An inception report providing information on the methodology, work plan, stakeholder engagement strategy, and the structure of the proposed framework; an assessment report documenting the results of the review of the existing systems of learning and adaptive management; and a comprehensive Strategic Learning Agenda for the P4C Signature Program.
- ii. Provide an operational framework for Collaborating, Learning and Adapting (CLA) defining the learning process, stakeholder engagement strategies, reflection processes, adaptive management processes, and knowledge sharing systems.
- iii. Standard tools and templates for holding pause and reflect sessions, SWOT analysis, adaptive action planning, feedback management, learning documentation, case study development, and learning briefs. An Adaptive Management Register will be developed together with guidance for its use.
- iv. Facilitating staff and capacity building meetings for a day, along with producing user manuals, facilitation guidelines, and knowledge management documents to ensure sustainability and ownership.
- v. A consultancy report to be written will contain all the activities undertaken, methodological approaches, major findings, important lessons learned, strategy recommendations, and sustainability and institutionalization mechanisms that will be developed for the successful implementation of the Learning Agenda and CLA framework.

5. Duration and Effort Level

It is estimated that the consultancy will take about 20 days on FTE² within an agreed-upon period with Heifer Kenya. The consultant will conduct the work remotely while also meeting face-to-face at Heifer Kenya offices in Nairobi, and if necessary, in partner or field sites.

6. Consultant Profile

Heifer Kenya requires the services of a knowledgeable and strategic individual consultant with:

- Proven experience in organizational learning, adaptive management, knowledge management, and MEL systems in international development programming.
- Advanced qualifications in Monitoring & Evaluation, Development Studies, Organizational Learning, Social Sciences, Knowledge Management, or any related field.
- Five or more years of professional experience in developing and implementing learning agendas, CLA approaches, or adaptive management systems.
- The preferred consultant will have excellent facilitation, analysis, stakeholder engagement, and documentation skills as well as practical experience in agricultural development, livelihoods, resilience, and/or value chains.
- Practical experience in donor-funded programming, participatory learning methods, and Kenya's data governance and safeguarding policies will be an asset.

7. Evaluation Criteria

No	Proposal Evaluation Focus	Percentage (%)
1	<i>Understanding of the assignment and technical approach:</i> Demonstrates solid understanding of the P4C Signature Program, CLA principles, adaptive management, knowledge management, and organizational learning. Offers a participatory methodology for the assessment of existing practices, the formulation of the Learning Agenda and the CLA Framework, the establishment of reflective practices and processes, and the design of adaptive management approaches.	30
2	<i>Relevant Experience in CLA, MEL, and adaptive management:</i> Has experience in Collaborating, Learning and Adapting (CLA), Monitoring, Evaluation and Learning (MEL), knowledge management, adaptive management, organizational learning, and development of learning systems/Frameworks within donor-funded/development projects. Experience in the field of agriculture, livelihoods, resilience, or market systems would be advantageous.	25
3	<i>Capacity strengthening and facilitation experience:</i> Experience in conducting stakeholder engagements, reflection activities, training sessions, workshops, and coaching activities geared towards enhancing institutional learning and adaptive management skills of staff members/partners.	15
4	<i>Qualifications, workplan and past performance:</i> Academic/professional credentials of the consultant; quality and feasibility of work plan and deliverables offered; success in completing similar tasks before (as evidenced by reference/s or sample of previous works).	10
5	<i>Financial Proposal / Value for Money:</i> Justification for reasonableness of the proposed budget in view of the scope of work, methodology employed, and based on FTE for the consultant.	20
	Total	100%

8. Mandatory requirements

- Copy of National ID/Passport.
- Valid KRA Tax Compliance Certificate.
- Updated CV.
- Copies of academic and professional certificates.
- Technical proposal.
- Financial proposal.
- At least three references for similar assignments completed within the last five years.
- Proof of registration with relevant professional bodies (where applicable).

9. Management and Supervision

The consultant will be under the supervision of the Heifer Kenya PME Manager. The consultant will interact regularly with program managers, MEL personnel, implementing partners, and the Heifer global MEL technical support team.

10. Budget and Logistics

The consultant is expected to prepare a budget that details the professional fees, facilitation charges, travel costs, and other costs related to the consultancy. Heifer Kenya will ensure access to all documents, individuals, stakeholders, and other information required to successfully conduct the consultancy.

11. 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, “CONSULTANCY TO DEVELOP LEARNING FRAMEWORK” to procurement-ke@heifer.org on or before **Wednesday, 3rd June 2026**.

12. 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 request for proposal or modify the requirements upon notification to the applicants.

13. 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 organisation is selected, all information in this document and the negotiation process is contractually binding.

14. 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 request for the proposal.



15. 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.

16. 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 expects 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.