



REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES TO DEVELOP COUNTRY STRATEGY

Project/Activity Name:	CONSULTANCY SERVICES TO DEVELOP COUNTRY STRATEGY
Agresso Work Order:	KE0000HIKE20
Country:	KENYA

RFP Release Date:	Monday 18 th May 2026
RFP Submission Deadline:	Thursday 2 nd June 2026
Question/ Inquiry Submission Deadline:	Tuesday 25 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:	May to June 2026



1. Background

Since 1944, Heifer International has worked with over 52 million people worldwide around the world to end hunger and poverty in a sustainable way. Working with rural communities in 19 countries across Africa, Asia, and the Americas, including the United States, Heifer International works with market actors, in the center of which are the smallholder farmers, in strengthening local economies and building secure livelihoods that provide a sustainable living income.

Heifer International has worked in Kenya since 1981, supporting more than 682,000 smallholder farming families across the dairy, poultry, and red meat value chains. Through its focus on inclusive market systems, climate-resilient agriculture, and strengthened farmer organizations, Heifer Kenya helps farmers improve productivity, nutrition, and incomes. Its seven-year Signature Program, Practice for Change (P4C), aims to enable 1,000,000 farming households to achieve a sustainable living income by 2032 through market-based interventions in poultry, dairy, beef, and horticulture.

To strengthen strategic alignment, impact, and sustainability, Heifer Kenya seeks to develop a Country Strategy that aligns with Heifer Kenya's P4C Signature Program framework, Kenya's national development priorities, and donor, partner, and private sector ecosystem realities. Heifer Kenya therefore intends to engage a qualified consultant to lead the development of this Country Strategy.

2. Purpose and objectives

The purpose of this consultancy is to develop a clear, evidence-based, and forward-looking three-year Country Strategy for Heifer Kenya that operationalizes the P4C Signature Program and guides programming, partnerships, resource mobilization, and learning over the strategy period.

The specific objectives of the assignment are to:

- a) Assess Heifer Kenya's current portfolio, partnerships, and results in relation to the P4C Signature Program.
- b) Analyze Kenya's agricultural, agribusiness, and market systems context, with emphasis on women and youth inclusion, and in the context of the P4C selected Value chains.
- c) Identify strategic opportunities for scaling impact through P4C-aligned pathways/themes.
- d) Define Heifer Kenya's strategic priorities, outcomes, and implementation approaches for the strategy period.
- e) Strengthen alignment with Heifer International's global strategy, impact measurement framework, and the Kenya Practice for Change Signature Program themes (Business Efficiency, Gender Empowerment, Youth and Innovation; Climate Resilience; and Access to Finance).

3. Scope of work

The consultant will undertake the following tasks:

- i. Desk review of relevant documents including:
 - a) Heifer International global strategy and Country Signature Program, P4C framework and MEL Framework
 - b) Heifer Kenya projects documents, evaluations, and reports
 - c) Kenya national policies and sector strategies
 - d) Relevant donor and private sector strategies
- ii. Conduct stakeholder consultations (virtual and/or in-person) with:
 - a) Heifer Kenya leadership, advisory board and program technical teams
 - b) Farmers and farmer organizations (including cooperatives)
 - c) Private sector partners, relevant youth enterprises, financial institutions and other ecosystem actors
 - d) Government, development agencies(donors) and sector stakeholders
- iii. Conduct a secondary review of contextual and strategic analyses done by Heifer and other organisations, around P4C aligned themes including:
 - a) Market systems and value chain analysis aligned to P4C
 - b) Gender, youth, and social inclusion analysis
 - c) Climate and environmental sustainability considerations
 - d) Access to finance for smallholder farmers and agribusinesses
- iv. Develop a Country Strategy that includes:
 - a) Strategic vision
 - b) Priority pathways and focus areas for P4C value chains
 - c) Target populations and geographic focus
 - d) Partnership and private sector engagement strategy
 - e) Implementation and operational considerations
 - f) Human resources and organizational capacity
 - g) Monitoring, evaluation, learning, and adaptation (MEL) framework
 - h) Resource mobilization and sustainability considerations
- v. Validation and Finalization
 - a) Facilitate a strategy validation workshop with Heifer Kenya and key stakeholders
 - b) Incorporate feedback and submit the final Country Strategy document



4. Key Deliverables

- i. Inception report with methodology and workplan
- ii. Stakeholder consultation summary
- iii. Draft Heifer Kenya Country Strategy aligned to P4C
- iv. Validation workshop report
- v. A precise, high quality Country Strategy document (maximum 25 pages)

5. Working conditions

The consultant is expected to gather a great piece of the data through stakeholder consultative meetings and reporting directly to Country Director. The assignment is expected to take four months and commence in May 2026.

6. Qualifications and Experience

The assignment should be undertaken by a consultant (or firm) with strong expertise in strategy development for development organisations, business administration, development studies, or a related field.

- i. Advanced degree in development studies, business administration, Project Management, Economics, Agriculture or related disciplines.
- ii. At least 7 years demonstrated experience in strategy development for development organizations.
- iii. The consultant should be able to provide 3 samples of strategies they have worked on previously, as well as at least 3 references.
- iv. Strong understanding of market systems, agribusiness, private sector engagement, and agritech.
- v. Proven experience in integrating gender, youth, and climate considerations.
- vi. Excellent facilitation and analytical writing skills.
- vii. Familiarity with Heifer International's approach and/or P4C framework is an asset

7. Evaluation Criteria

No	Proposal Evaluation Focus	Percentage (%)
1	Comprehension and relevance of the proposed approach and methodology for undertaking the assignment as listed in the scope of the assignment.	25
2	Clear workplan/schedule of activities that align to the methodology.	15

3	Evidence of relevant experience in undertaking similar assignments: development agencies, sector stakeholders' organizational strategies, particularly within agriculture, livestock, market systems, youth, and private sector development, supported by references or recommendation letters.	35
4	Qualifications of the proposed consulting team, including expertise in strategy development, gender and youth integration, and value chain analysis, development studies, business administration, project management, economics, agriculture or related disciplines.	25
	Total	100

8. Application requirements

Only legally registered individual consultants or firms are eligible to apply and should submit the following documents upon application:

- a. Letter of expression of interest and demonstration of capability
- b. The capacity and portfolio of the consultant, including their qualifications, experience,
- c. and expertise relevant to the assignment.
- d. At least three references from other clients for which similar assignments have been
- e. undertaken with contact information for each.
- f. A clear and comprehensive work plan (draft), outlining the major activities and g. schedule.
- h. Financial proposal –
- i. Individual/firm cost proposal in KES for this assignment based on the workplan. The cost should indicate the all-inclusive fixed total contract price, supported by a breakdown of all the costs. These costs must be broken down by no fewer than the following budget categories: Personnel (including rates and level of effort), Travel, Meetings, Materials, Fee, Tax etc.
- j. The individual MUST attach the following documents below with their bid or proposal to Heifer International Kenya:
 - Certificate of Incorporation or Business Registration Certificate.
 - KRA online PIN Certificate.
 - Valid Tax Compliance Certificate.
 - Updated Curriculum Vitae (For individuals)
 - Relevant industry licenses



9. 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 COUNTRY STRATEGY” to procurement-ke@heifer.org on or before Tuesday, 2nd June, 2026.

10. 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.

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 organisation 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 request for the proposal.

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, royaltyfree, 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.

Annex

Outline of country strategy document:

1. Executive Summary
This should include country context, strategic priorities, key goals and outcomes, geographic focus, implementation period, and estimated resources.
2. Country Context and Situation Analysis
Captures the political context and governance, economic conditions, social indicators, environmental and climate factors, sector analysis, key development challenges and opportunities, market systems analysis, et al.
3. Organizational Positioning
Alignment with the Heifer global strategy, history and experience within Kenya, key organizational strengths and capabilities, strategic partnerships, and lessons learnt from past programs.
4. Strategic Framework
Captures the vision and strategic pillars for the country program.
5. Theory of Change
6. Programmatic Focus Areas
7. Partnerships and Stakeholder Engagement
8. Cross-Cutting Themes
9. Implementation Approach
10. Human Resources and Organizational Capacity.
11. Resource Mobilization and Financing
12. Monitoring, Evaluation and Learning
13. Risk Analysis and Mitigation
14. Implementation Roadmap