



**REQUEST FOR PROPOSAL
GLOBAL ROLE CLARITY AND CAPACITY ASSESSMENT PROJECT**

RFP Release Date	July 30, 2025
Proposal Submission Deadline	August 15, Friday
Performance Period	September 2025 to July 31, 2026; subject to extension
Location of Service	Remote, with travel to Head Office (Little Rock, AR) or other locations where Heifer International has offices, as required. We are open to individuals and firms globally.
Reports to:	Yan Guo, the Global Talent Acquisition Director, and Jacqueline Munene, the Global Talent Development Director
Electronic Submission	RFP@heifer.org

PROJECT BACKGROUND AND CONTEXT

Heifer International is undergoing a significant organizational transformation to become more agile, adaptable, and locally and sustainably led. We currently operate in 19 countries, organized into regions in Africa, Asia, the Americas, and the U.S., employing over 950 people. Our transformation aims to empower local communities, improve talent visibility, and promote decentralized decision-making.

In transitioning to a fluid, network-based organizational structure, Heifer faces challenges related to role clarity, competencies, and decision-making authority. These include:

1. Outdated leadership skills combined with the need to enhance functional and technical competencies to support the decentralized model.
2. Lack of consistency in role definitions and responsibilities leading to recruitment inefficiencies and unclear performance expectations.
3. Limited opportunities for career development due to unclear role progression.
4. Difficulty identifying skill gaps, causing inefficiencies in workforce planning and resource allocation.
5. Ambiguity and biases in competency identification due to the absence of objective assessment tools.



To address these issues, Heifer's Global People Department is launching the Global Role Clarity and Capacity Assessment Project. This initiative will clearly define roles and responsibilities, identify critical competencies, and enhance decentralized decision-making across our global network. It emphasizes co-creation of frameworks and tools, supporting local empowerment, agility, and accountability.

PROJECT OBJECTIVES

Through collaboration with the consultant/consulting firm, Heifer aims to:

1. Identify key leadership, functional, and technical competencies essential for success across the organization in the decentralized model.
2. Co-create and implement capacity assessment tools to evaluate gaps in identified competencies.
3. Develop clear role definitions and guidelines that align with Heifer's strategic goals and local contexts, ensuring clarity in responsibilities and decision-making authority.
4. Ensure the new role clarity facilitates a fluid talent ecosystem with clear pathways for career progression, training efforts, and succession planning
5. Improve workforce planning through clearly defined roles and accountabilities, enhancing resource allocation.
6. Ensure equitable growth opportunities by reducing bias in role definition and competency assessments, thus improving employee engagement and retention.
7. Ensure compliance with local labor laws and promote good governance and accountability.
8. Enhance organizational agility by defining adaptable roles and clarifying interactions. This approach fosters peer learning and promotes cross-functional collaboration.
9. Integrate belonging and trust as core values throughout the project.

SCOPE OF WORK

The Consultant/Consulting Firm's Responsibilities:

1. Facilitate identification of leadership, functional, and technical competencies; co-develop competency assessment tools with Heifer's Global People team.
2. Conduct a thorough assessment of current roles, responsibilities, and decision-making processes to identify gaps and inconsistencies.
3. Co-create a global Role Clarity Framework providing guidelines on role definitions, typical responsibilities, competencies, and flexibility for local contexts.
4. Co-create a phased implementation plan for the role clarity and competency framework, outlining resources, timelines, and milestones.

5. Work collaboratively with Heifer's Project Team to develop a robust change management and communication strategy.
6. Develop and execute a capacity-building strategy, delivering Train-the-Trainer sessions to Country People managers on sustaining the new frameworks and tools.

Heifer's Global People Department Responsibilities:

- Co-develop competency assessment tools with the consultants
- Administer capacity assessments.
- Provide relevant existing organizational materials for current state analysis.
- Participate actively in co-creating frameworks and implementation plans.
- Lead change management and communication strategies with input from the consultant.
- Ensure sustainable adoption of the new frameworks by actively engaging in training sessions.

DELIVERABLES

1. Refined project plan with timelines and milestones.
2. Job Design and Job description templates
3. Competency Framework document and competency assessment tools (surveys/checklists).
4. Current State Assessment Report highlighting role clarity gaps and inconsistencies.
5. Role Clarity Framework guidelines, including role definitions, responsibilities, and competencies.
6. Training materials and Train-the-Trainer sessions for People Department teams.

CONSULTANT QUALIFICATIONS

- Proven experience in job analysis and organizational design within complex, globally distributed organizations, particularly international NGOs, utilizing decentralized network organizational models.
- Experience with participatory or co-creation approaches.
- Demonstrated expertise in competency modeling and capacity assessment.
- Strong change management and facilitation skills in multicultural, global contexts.
- Track record of successfully managing large-scale HR or organizational development projects.
- Ability to collaboratively co-create culturally appropriate solutions with internal stakeholders.



PROJECT TIMELINE AND BUDGET

Expected to run from September 2025 through July 31, 2026. Our budget for this project is around \$60,000 USD.

KEY STAKEHOLDERS

The consultant will engage primarily with: - Global People Department and Regional People Directors - Transformation Steering Committee - Organizational Effectiveness team - Other identified stakeholders (Enterprise System Team, Finance, Payroll, etc.)

EVALUATION CRITERIA

- Alignment with revised project objectives
- Demonstrated relevant expertise and experience
- Proposed methodology and collaborative approach
- Project management capabilities
- Cost-effectiveness and value

SUBMISSION INSTRUCTIONS

Submit proposals, including a letter of interest, detailed approach, timeline, budget, and CV, to RFP@HEIFER.ORG with the subject line “HPI202601PD Role Clarity Consultant.” Clearly indicate “Role Clarity and Capacity Assessment Project” in your submission documents.

Consultants should submit proposals, letter of interest, and CVs, must be submitted in English by **15th August, 2025**, including:

- A cover letter and executive summary
- Detailed proposal outlining approach and methodology
- Project timeline and milestones
- Budget and fee structure, separate page
- Case studies or references for similar projects

Award Process and Contract Mechanism

No	Activity	Due Date
1.	Deadline for Letter of Interest	Friday, August 15, 2025
2.	Shortlist	Friday, August 22, 2025
3.	Interviews	Friday, September 5, 2025
4.	Notification of Award of Contract	Friday, September 19, 2025



You can visit the Procurement and Contracting Services site at [this link \(Procurement & Contracting Services - Heifer International\)](#) to review Heifer Project International bid opportunities.

Proposals and CVs received after the submission deadline will not be considered. Contractors are responsible for ensuring in accordance with the instructions stated herein. Heifer retains the right to terminate this RFP or modify the requirements upon notification to the Contractors.

PAYMENT TERMS

Payment to the Contractor will be made on a monthly basis, contingent upon the satisfactory fulfillment of assigned tasks and responsibilities as outlined in the mutually agreed-upon and signed work plan.

- The Contractor shall submit a detailed invoice at the end of each month, clearly itemizing:
 - The total number of hours or days worked
 - A description of tasks completed and deliverables submitted
 - Any other reimbursable expenses (if applicable and pre-approved)
- Each invoice must be accompanied by:
 - A brief monthly progress report outlining key activities, accomplishments, and any deliverables submitted during the reporting period
 - Reference to the relevant section(s) of the work plan for verification of progress

Payments will be made within 15 calendar days of receipt and acceptance of the invoice and associated documentation by Heifer International, subject to satisfactory performance and deliverable quality. Heifer International reserves the right to withhold or adjust payment if deliverables are delayed, incomplete, or do not meet agreed-upon standards.