



HEIFER PROJECT INTERNATIONAL
Request for Proposal
For

Change Communication and Engagement Consultant
RFP #20250203HQ

RFP Issue Date: August 28, 2024

Proposal Deadline: October 4, 2024

www.heifer.org

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501-907-2870

Heifer International

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1. INTRODUCTION AND CONTEXT

Heifer Project International (HPI) is a global non-profit working to end hunger and poverty in a sustainable way by supporting and investing alongside local farmers and their communities. Heifer was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income, and achieve sustainable livelihoods. Since 1944, Heifer International has worked with more than 46.4 million families around the world to end hunger and poverty in a sustainable way. Working with rural communities in 19 countries in Africa, Asia, and the Americas, including the United States, Heifer International supports farmers and local food producers to strengthen local economies and build secure livelihoods that provide a living income.

Heifer is currently evolving its strategy and programmatic approach to be a relevant contributor in the sector and partner to communities of smallholder farmers. Heifer is committed to an organizational transformation to strengthen its ability reach its goal and to catalyze sustainable locally led development.

Work is already underway across multiple workstreams as part of the organizational transformation. To support ongoing and emerging work, Heifer seeks to partner with a consultant or consultancy firm over the next 12-18 months to support change communication and engagement with internal stakeholders.

2. SCOPE OF WORK

In collaboration with the Senior Director of Strategy and Transformation, the successful candidate will establish a network of partnerships across communication and people functions at country, regional, and global levels and shape a group that will work as an ecosystem of change communication support as Heifer navigates the organizational transformation.

In the first three months, it is expected that the successful candidate will:

1. Build and maintain a thorough understanding of the transformation workstreams (timelines, phases of work, transitioning culture, and intentions for the emerging future)
2. Develop a thorough stakeholder mapping and analysis to serve as basis for change communication and engagement
3. Establish and support an ecosystem of change communication at country, region, and central levels.
4. Begin ongoing execution against plan in partnership with Internal Communications and Global and Regional People Directors

In the first three to twelve months, it is expected that the successful candidate will

1. Develop and implement range of change communication tools, capacities across the network – building Heifer’s internal capacity in this work as we go.
2. Advise leadership on change communication and leading change, providing feedback and insights from the work of the ecosystem as well as past experience.
3. Partner with Communication teams in drafting messages and expediting messaging at key milestones and activities across timelines.
4. Partner with Communication teams and leadership in key organizational meetings, events and opportunities for reinforcing transformation vision and messaging and emerging culture and behavioral changes.

Preferred Experience/Profile

1. A seasoned, mid-senior level professional with background and skills in facilitating and leading change communication in a globally distributed, hybrid/remote team and ideally in an international development context.
2. A solid understanding of people and organizational dynamics and human-centered approaches.
3. Experience in leading change, communication, and engagement across similar complex, large-scale transformation efforts including in an international development context.
4. Demonstrated ability to quickly build internal partnerships and trusted networks, leveraging them for effectively engaging internal stakeholders in understanding the organization transformation, leading to behavior change and adaptations across roles and functions.
5. Outstanding emotional intelligence (EQ), discretion, and tact in navigating relationships and discussions across all staff levels and across lines of difference.

3. REPORTING AND COMMUNICATION

The **Change Communication and Engagement consultant** will be managed by the Senior Director of Strategy and Transformation. The consultant will work in deep collaboration and partnership with the Senior Director of Strategy and Transformation, Vice President of Global Communications, Global People Engagement Director and in service of the Organizational Transformation Steering Committee.

4. EVALUATION CRITERIA

The success of the **Change Communication and Engagement consultant** will be evaluated based on the thoroughness of the analysis, clarity of recommendations, and the practicality of the proposed solutions by the Consultant.

Criteria	Percentage
Understanding of the RFP , Quality and extent of information provided by the proposal, Proposed approach and methodology	20
Experience and Track Record: Individual or Company's experience in change communication and engagement support including the number of years they've been operating, references or case studies of previous projects they've completed, similar in scale and scope to your own project, testimonials, or recommendations from previous clients.	30
Technical Expertise: Approach to change communication and engagement support design based on solid experience and expertise within a global, dynamic organization and commitment to quality outcomes.	30
Sustainability and Diversity Goals -Provide an overview of the Consultant’s diversity position, and sustainability goals and commitments.	5
Budget	10
Total Points	100

5. PROPOSAL FORMAT

The proposal should comprise technical and financial proposals. Proposals will be accepted preferably in soft copy through email with the subject line; “**Change Communication and Engagement Consultant**” to RFP@HEIFER.ORG on or before **October 4, 2024**.

1. Cover Letter: A brief introduction and summary of your proposal.
2. Understanding of the Project: Your interpretation of our needs and objectives.
3. Methodology: Detailed description of your approach, timeline, and project milestones or deliverables.
4. Team and Expertise: Profiles of key team members and their qualifications.
5. Past Experience: Case studies of similar projects and client references.
6. Budget and Cost Proposal: A detailed breakdown of cost and fees.
7. Evaluation Criteria: Explain how you propose to measure the success of the organizational design and change management project.
8. References

Consultants/Consultancies to provide the complete information on three (3) customer references aligned with the Change Communication and Engagement Support in Appendix A- REFERENCES below:

Additional Information for Consideration

- Consultant may include any additional information such as brochures, certificates, standards, and literature for consideration.

6. RFP TIMELINES

Deadline to submit proposal: October 4, 2024

The following schedule of events will be followed to complete the selection of the successful proposal based on this RFP. HPI reserves the right to change this schedule at any time. Consultant must comply with all deadlines to meet HPI’s implementation schedules. Consultant must submit all questions on this RFP by email to **RFP@HEIFER.ORG**.

Table 4. Tasks and Timelines

Tasks and Timelines	Date
RFP Release Date	August 28, 2024
Deadline for submitting questions on content of RFP	September 13, 2024
Deadline for answers to all relevant questions	September 20, 2024
Deadline for submission of proposals	October 4, 2024
Deadline for announcing list of shortlisted consultants/consultancies and consultants/consultancies interview schedule (if required)	October 11, 2024
Deadline for completion of interviews/discussions with shortlisted consultants/consultancies	October 31, 2024
Deadline for RFP Outcome Notification	November 30, 2024

7. LATE SUBMISSIONS AND MODIFICATIONS

Proposals received after the submission deadline will not be considered. Applicants are responsible to ensure 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.

8. VALIDITY OF PROPOSALS

Proposals submitted shall remain open for acceptance for Forty-Five (45) 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.

9. 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 as a result of the RFP.

10. 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. With regard to 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.

11. APPLICABLE REGULATIONS

Consultant must be legally registered to operate and comply with local applicable legislation, including but not limited to labour law, financial requirements, taxes, etc.

12. 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.

APPENDIX A - REFERENCES

Table 1. Reference Requirements

Reference 1	
Contact Name:	
Company:	
Title:	
Phone:	
Email:	
Include the length of time the reference has been a customer:	
Provide a description of the services/solution that has been provided:	

Table 2. Reference Requirements

Reference 2	
Contact Name:	
Company:	
Title:	
Phone:	
Email:	
Include the length of time the reference has been a customer:	
Provide a description of the services/solution that has been provided:	

Table 3. Reference Requirements

Reference 3	
Contact Name:	
Company:	
Title:	
Phone:	
Email:	
Include the length of time the reference has been a customer:	
Provide a description of the services/solution that has been provided:	