



**Terms of Reference (ToR) for  
Signature Program Development Consultant**

RFP Release Date:	June 26, 2025
Performance Period:	Within 183 days after the Award. (6 months)
Proposal Submission Deadline:	July 21, 2025
Question/ Inquiry Submission Deadline:	July 7, 2025
Electronic submission to the attention of:	Dilip Bhandari
Electronic submission:	<a href="mailto:asia@heifer.org">asia@heifer.org</a>
Contact information for inquiries about this RFP:	<a href="mailto:asia@heifer.org">asia@heifer.org</a>

**About Heifer International**

In 1944, Heifer International's founder, Dan West, began outlining a simple but groundbreaking plan to tackle hunger around the world. West, a farmer from the Midwest and Church of the Brethren member, had recently returned from feeding weary refugees during volunteer service in the Spanish Civil War.

He had seen firsthand that giving people food was a short-term solution, whereas providing them with animals offered a steady supply of nutritious food for an entire family. His philosophy still inspires Heifer's work today. Partnering with farmers across a range of different livestock and crops, we create unique solutions to local challenges.

Today, Heifer International has operations in 19 countries around the world, working alongside local farmers, business owners, and their communities, as they mobilize and envision their futures. Together, we build inclusive, resilient economies, so communities can develop effective ways to end global hunger and poverty in a sustainable way.

**Scope of Work**

The Heifer International Asia regional team is in the process of revisiting current programs in Asia to align them with Heifer's new program model. We are actively seeking an expert consultant who can support designing signature programs focused on transformed food

systems for smallholder farmers, with a focus on animal agriculture and caring for the Earth.

**Heifer's Program Model** centers on smallholder farmers as leaders. We implement our programs to create resilient, inclusive, and sustainable food systems. The model prioritizes local leadership, equity, and environmental stewardship, ensuring programs are context-specific and community-driven. Our efforts strengthen farmer groups, promote sustainable practices, improve access to inclusive markets and finance, and support enabling policies. This strategic approach, enhanced by strong partnerships and innovation, creates a lasting impact for farming communities worldwide

The consultant will be responsible for:

1. Working with the Heifer country program teams in Bangladesh, Cambodia, India, and Nepal for developing or revisiting nine signature programs currently under implementation.
2. Providing support to redesign the Signature Programs in Asia.
  - Collaborate with the signature program directors and country directors
  - Develop timelines and milestones for developing signature programs
  - Review the current signature programs and identify the gaps
  - Support in conducting stakeholder analysis, including partnership opportunities with various stakeholders, partners, and government (if necessary)
  - Support in reviewing the current value chains, constraints, and opportunities
  - Help develop goals, theory of change, and results frameworks in line with Heifer's program model
  - Support in developing a well-structured signature program document for internal and external use

## **Deliverables**

As part of the Contractor's responsibilities in supporting the development of Signature Programs, the following deliverables will be required for each assigned country program. These deliverables must be developed in close coordination with the respective Signature Program Directors and country teams, who will lead the overall process:

1. Signature Program Development Plan
  - A detailed timeline and process plan for the Signature Program, co-created with the Signature Program Director of the respective country.
  - The plan must outline key milestones, stakeholder engagement strategies, drafting and review periods, and finalization timelines.

- It should also clearly define the Contractor’s role in facilitating, supporting, and contributing to specific components of the process.

## 2. Weekly Progress Reports

- Submission of a brief **weekly status report** including:
  - Hours worked and activities completed
  - Summary of progress against agreed timelines
  - Drafts or working versions of written components (e.g., narrative sections, annexes, visual content, etc.)
  - Any requests for feedback or input from Heifer teams to ensure alignment and efficiency

## 3. Finalized Signature Program Package

- A professionally written and fully formatted **Signature Program Document**, ready for internal and external dissemination, developed in accordance with Heifer International’s content guidelines, structure, and quality standards.
- This includes:
  - Final narrative and strategic framing
  - Any supporting documentation (e.g., logframes, TOCs, implementation frameworks, budgets, value chain maps)
  - Editing, formatting, and integration of stakeholder contributions

All deliverables must meet the standards outlined in Heifer’s Signature Program documentation protocol and be approved by the relevant Signature Program Director.

Note: The Contractor’s role is to support the development process through high-quality writing, editing, and organizational input. The Signature Program Director and country team retain leadership of content direction and strategy. The final product must be developed in a collaborative spirit and tailored for dual use—both internally (strategic alignment and learning) and externally (donor and partner engagement).

### Expected Input from Heifer

- Heifer will provide the consultant with all relevant Heifer materials and data/information that are necessary to fulfill the purpose of this Assignment and access to the field team members for working with them.
- Heifer anticipates this scope of work to require up to 60-90 days of LOE. The LOE may be non-consecutive. The number of days needed may be increased or decreased if needed.

## **Required Qualifications and Experience**

### **Minimum requirements for the Contractor to be considered**

To be considered for this consultancy, the Contractor must meet the following minimum requirements. These qualifications reflect the specialized expertise needed to support the design and development of high-impact Signature Programs aligned with Heifer International's mission and strategic priorities:

#### **Program and Strategy Development Experience**

Experience writing programs and long-term plans of an international development organization, relating to sustainable living income, economic growth and animal agriculture, co-creation of the long-term inclusive value chain development for smallholders

#### **Collaborative Proposal and Plan Writing**

Experience writing proposals and strategic plans in close collaboration with various stakeholders for smallholder farmers or agricultural cooperatives.

Demonstrated success in designing program proposals and strategic plans in close partnership with diverse stakeholders, including:

- Farmer organizations and/or agricultural cooperatives
- Agricultural cooperatives
- National and local governments
- Civil society and private sector partners
- Strong facilitation skills to align multi-stakeholder input into a unified program vision and structure.

#### **Institutional Alignment and Adaptability**

Ability to quickly familiarize oneself with Heifer's signature programs, unique approach, and strengths as an implementing "partner".

#### **Technical and Thematic Expertise**

Substantive experience and working knowledge of one or more of the following thematic areas:

- Smallholder food systems and market integration
- Social capital strengthening and community mobilization
- Women's empowerment and gender equity in agriculture
- Cooperative development and farmer-owned enterprises
- Job creation and youth engagement

- Inclusive economic development models
- Sustainable landscapes and climate-resilient agriculture
- Business-enabling environments and market system facilitation
- Sector-specific expertise in poultry, livestock, and agricultural value chain development

## Reporting

The consultant will report to the Senior Director of Programs-Asia.

## How to Apply

Interested Consultants should submit:

- A detailed CV highlighting relevant skills and experience.
- A cover letter explaining their suitability for the role.
- At least two (2) samples or links of previous work
- Financial proposal

Applications will be accepted in soft copy through email and mentioning the subject line “**Signature Program Development Consultant**” to [asia@heifer.org](mailto:asia@heifer.org) on or before Monday July 21, 2025.

## 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.

