



REQUEST FOR PROPOSALS

No. HPI20251201RW

Consultancy to conduct a stakeholder mapping for HEIFER International Rwanda.

RFP Release Date:	23 rd December 2025
Question/ Inquiry Submission Deadline:	5 th January 2026
Proposal Submission Deadline:	13 th January 2026
Selection Committee review	16 th January 2026
Notification of award	23 rd January 2026
Award agreement negotiation and signing	30 th January 2026
Electronic submission to the attention of:	Heifer International Rwanda
Electronic submission:	procurement-rw@heifer.org
Contact information for inquiries about this RFP:	procurement-rw@heifer.org

1. BACKGROUND

Heifer International's approach to ending hunger and poverty while caring for the Earth focuses on creating wealth through viable value chains that harness the social capital of communities to drive market development. Heifer's primary focus is to increase farmers' incomes, improve their family nutrition status, empower rural women, strengthen community resilience, mobilize farmers, and improve social capital. Heifer has been supporting Smallholder Farmers (SHFs) around the world to lift themselves out of poverty. This is achieved through capacity building, promoting sustainable agricultural practices, establishing links to the dairy value chain, strengthening market links for small livestock chain actors, and enhancing livestock quality through artificial insemination services.



Heifer International, a global international development organization, is transitioning to a networked, **Semi-Autonomous Country Node Operating Model** to decentralize decision-making, strengthen accountability, and enable country teams to drive impact with greater agility and ownership.

As a pilot country, Heifer Rwanda has initiated key steps to activate this new model, including early-stage process mapping across multiple operational shift areas. While the team made meaningful progress, the initial work was not sufficiently comprehensive to clearly define the end-to-end processes required to operationalize the new model.

To ensure successful activation, Heifer Rwanda seeks to engage a qualified **consultant** to:

- Finalize and standardize process maps for key operational shift areas.
- Identify gaps, interdependence and risks, and capability needs.
- Develop detailed and actionable **activation roadmaps** for each shift area.
- Develop documentation for key areas to be tested across all nodes (Country Office, Regional and Network support nodes)

2. Objective of the Consultancy

To provide expert facilitation, analysis, and technical documentation and support to finalize robust process maps and activation roadmaps that align with Heifer's Semi-Autonomous Country Node Operating Model.

3. Scope of Work

The consultant will undertake the following tasks:

A. Review and Assessment

1. Review all existing documentation related to:
 - Initial process mapping outputs
 - Rwanda staff socialization insights
 - Operating model documentation (global + Africa-specific)
 - Shift area definitions (program design, budget ownership, risk management, knowledge & capacity sharing, etc.)
2. Assess the completeness, quality, and alignment of current process maps against global transformation requirements.

B. Facilitation and Process Mapping

3. Design and facilitate targeted working sessions with shift area leads, cross-functional teams, and management to:
 - Clarify objectives, roles, and boundaries of each process
 - Co-create end-to-end process maps
 - Identify handovers, decision points, and approval thresholds
4. Produce standardized, high-quality **process maps** using a recognized methodology (e.g., BPMN, flowcharting, SIPOC).



C. Analysis and Diagnosis

5. Identify key gaps, bottlenecks pain points, and risks within each process.
6. Analyze dependencies across functions and between Rwanda and Regional/Global teams.
7. Highlight required capabilities, tools, policy updates, or system changes essential for activation.

D. Development of Activation Roadmaps

8. Develop **detailed activation roadmaps** for each shift area, outlining:
 - Priority actions and quick wins
 - Required resources and competencies
 - Roles and responsibilities
 - Change management needs
 - Timeline and sequencing
 - KPIs and milestones
 - Risk mitigation actions
 - Key areas to be tested
9. Provide a consolidated **country-level activation plan** that integrates all shift-area roadmaps into one coherent, time-bound roadmap.

E. Validation, Synthesis, and Handover

10. Facilitate validation workshops with Rwanda leadership and shift area teams.
11. Incorporate feedback and finalize deliverables.
12. Conduct a final presentation to Rwanda, Regional leadership & Transformation Team.
13. Provide all documents, editable files, and a final written narrative summarizing:
 - Key learnings
 - Recommendations
 - Implementation considerations

4. Expected Deliverables

1. Inception report detailing approach, methodology, work plan, and tools.
2. Revised and finalized process maps for all identified shift areas (in editable formats).
3. Gap and dependency analysis report across shift areas.
4. Shift-area Activation Roadmaps (in visually clear and operational formats).
5. Integrated Country Activation Roadmap.
6. Facilitation session materials and synthesis notes.
7. Final report and presentation summarizing findings, recommendations, and next steps.
8. Detailed tests for all shifts (Program& project design and approval; Budget Management, Risk Management, and Knowledge & Capacity Sharing).



5. Duration of Assignment

Estimated period: **6–8 weeks**, spread between February and April, depending on stakeholder availability.

A detailed timeline will be finalized during the inception phase.

6. Consultant Profile

The ideal consultant should possess:

- Proven experience in facilitating organizational transformation, operating model design, or business process engineering.
- Expertise process mapping methodologies.
- Experience in change management and roadmap development.
- Strong facilitation and stakeholder engagement skills.
- Understanding NGO operations, decentralized models, and development sector dynamics (experience in agriculture or market systems is an added advantage).
- Ability to deliver high-quality analytical and visual outputs.

7. Reporting & Coordination

- The consultant will report to the **Country Director – Heifer Rwanda**, with close coordination with the **Transformation Lead** and **Shift Area Working Groups**.
- Regular check-ins (weekly/bi-weekly) will be required to ensure alignment and progress.

8. Technical Requirement

Quotations must include the following information at a minimum. Incomplete quotations may be rejected.

- a. Full name, physical and mailing address, and country of origin.
- b. At least two professional references from similar consultancy assignments.
- c. The service provider's track record for reliability in terms of product quality, timely deliveries, and customer service.
- d. Any additional relevant certifications or business permits that support the service provider's eligibility to provide the service.

9. Proposal submission requirements:

Interested consultants should submit proposals (methodology, work plan, team composition), CVs of key personnel, examples of similar work completed, and financial proposals should be submitted separately in PDF format, both marked with the RFP Reference Number above.

Please note that online shared documents will not be considered.



Proposals (both technical and financial) must be submitted electronically to email: procurement-rw@heifer.org with a clear subject line: “(Consultancy to Conduct Operating Model Process Mapping)” and submitted by **Tuesday, 13th January 2025 at 5:00 pm** Kigali time.

9.1. Financial Proposal

The proposed budget priced in **Rwandan Francs (Rwf)** must be submitted separately electronically. The pricing information should not appear in any other section of the proposal other than the financial proposal. The registered company shall be entirely responsible for all applicable taxes.

Submission must be in English and typed single-spaced on standard white paper. All pages must be numbered, including the RFP reference number and name of the organization at the bottom of each page.

9.2. Evaluation of Proposals:

a) Selection method: The procurement selection committee will evaluate the proposals using the **Quality-Cost** methodology as detailed below:

1. Detailed Technical evaluation will contribute 70%.
2. Financial scores will be allocated 30% to determine the best-evaluated bid.

Proposals failing at any stage will be eliminated and not considered in subsequent stages.

b) Minimum technical score: The mark required to pass the technical evaluation is 70% of the Technical Score.

c) Total scores: Total scores shall be determined using a weighting of 70% for technical proposals and a weighting of 30% for financial proposals.

10. Selection Criteria

Technical proposals will be evaluated according to the following criteria:

Criteria	Specifications	Max Score
Understanding of the Assignment & Methodology.	Clear understanding of the organization’s operating model and process mapping needs.	
	Sound and practical methodology for: <ul style="list-style-type: none"> • Current state (“As-Is”) process mapping • Future state (“To-Be”) operating model design • Stakeholder engagement and validation 	
Sub-total score		25
Technical Competence and Experience	Demonstrated experience in operating model design, process mapping, or business process re-engineering.	
	Proven track record of conducting process mapping workshops and documenting end-to-end processes.	



	Experience working with complex organizations (NGOs, development organizations, or donor-funded projects).	
	Evidence of similar assignments completed successfully (minimum 3–5 years preferred).	
Sub-total score		20
Qualifications and Professional Capacity	Relevant academic qualifications (e.g., Business Administration, Management, Organizational Development, Process Engineering, or related fields).	
	Professional certifications in process improvement or change management.	
	Adequate availability and commitment to deliver the assignment within the agreed timeframe.	
Sub-total score		15
Quality of Deliverables	Quality and clarity of proposed deliverables.	
	Appropriateness of tools and templates proposed.	
	Sustainability and usability of outputs by the organization.	
Sub-total score		10
Total 1	Total score (Technical proposals)	70

2. Late submissions and verification

A proposal received after the submission deadline will not be considered. Bidders are responsible for ensuring 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 bidders.

3. Validity of Proposals

Proposals submitted shall remain open for acceptance for 90 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 are contractually binding.

4. Limitations

This RFP 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.



5. Intellectual Property

Section 1. Ownership Generally. Subject to Section 8.2 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 any 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 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 any 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 how HPI may use the Work Product.