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BID INVITATION FOR BUSINESS PROCESS ANALYSIS AND RE-ENGINEERING DIAGNOSTIC

Background

In December 2020, ISK signed a pre-sale agreement to purchase approximately 2.3 hectares of property in Kibagabaga. After complete due diligence on the existing structures on the property and arranging financing with a local bank, ISK closed on the purchase of the property in August 2021 and began refurbishing the existing structures to meet the needs of the three K-12 divisions on a single campus. Beginning in October 2021, the school began using the new campus in a phased-move approach, and will have all students and administration on the same unified campus by December 2021.

With the purchase and move to the new campus, ISK operations and exposure financial risks have increased and the Board would be looking to engage a business process and systems re-engineering consultant to conduct an initial operational risk assessment, complete “as-is” and “to be” process maps for high-risk/critical operational processes, and provide a change management plan for the school leadership to implement process improvements.

Tasks/Deliverables

- **Kick-off & Desk Review:** Hold a kick-off meeting with ISK management and AC member to gain an appreciation of the historical operating context and reference materials for the desk review. Review ISK’s current and draft operating policies and procedures, which define the parameters of the operating environment, as well as gain an understanding of its current practices, including any templates, checklists, and systems used to operate key functions of the school. *Deliverable: Inception Report.*
- **“As Is” Business Process Maps:** Hold consultations with relevant Board committees, ISK leadership, and business office to determine areas of focus/improvement. Any deviations from formalized manuals and procedures should also be pointed out. Prepare “As Is” process flow diagrams of sufficient detail that the workflow (i.e., steps, information processing, decision making, etc.) to inform the Operational Risk Assessment. In consultation with ISK management and Board, determine areas to strengthen from an operating risk perspective and improve the business processes to be more efficient and effective. Deliverables: *“As Is” Business Process Maps.*



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- **Operational Risk Assessment:** Conduct an operational risk assessment to validate known operational risks, as well as identify other operational practices that would be categorized as “critical” (i.e., likelihood is imminent or frequent, and impact is major or catastrophic). *Deliverable: Risk Assessment Matrix.*
- **“To Be” Business Process Maps:** Based on the operational risk assessment and consultation with ISK management and Board members, prepare “To Be” process flow diagrams. *Deliverables: “To Be” Business Process Maps.*
- **Change Management Plan:** In consultation with ISK management and Board members, prepare a change management plan to implement the required organizational and operating changes to move from the “As Is” processes to the “To Be” processes. The change management plan should note any financial and human resources, as well new or improved templates, checklists, and information systems. *Deliverable: Change Management Plan*

Deliverables Schedule

The initiative is expected to be completed within eight (8) weeks according to the following deliverable schedule. All target delivery dates are based on when the kick-off meeting is held.

Deliverable	Target Delivery Date
1. Inception Report	By end of week one
2. Risk Assessment Matrix	By end of week two
3. Business Process Maps	By end of week four
4. Change Management Plan	By end of week six
5. Final Report	By end of week eight



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Proposal Submission

After reading the information above and you are qualified to provide the services as described, please send your proposal on email to director@iskr.org (cc: finance@iskr.org) by March 31, 2022.