



**RFP/001/2026**

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**RFP FOR CONSULTANCY SERVICES FOR BUSINESS PROCESS MANAGEMENT**

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**JANUARY 2026**

## 1.0 Introduction

The Science for Africa Foundation (SFA Foundation) is a pan-African, non-profit, and public charity organisation that supports, strengthens, and promotes science and innovation in Africa. The SFA Foundation is committed to improving African people's quality of life and promoting research uptake in communities, industry, and the public sector. We serve the African research ecosystem by designing, funding, and managing programmes that support excellent science and innovation; and that build and reinforce environments that are conducive for scientists to thrive and produce quality research that impacts development. SFA Foundation is distinctive in that it focuses on the ecosystem surrounding research and the production of research itself. It also supports initiatives that directly influence the quantity, quality, and impact of research, but are not part of specific research projects. SFA Foundation operations are hosted within the International Centre of Insect Physiology and Ecology (icipe) as a programme in the Republic of Kenya.

## 2.0 Overview

SFA Foundation is seeking a qualified Business Process Management (BPM) consultant or firm to streamline and optimise internal processes across all the functions in the Organisation. This consultancy will support the organisation's commitment to efficiency, scalability, and alignment with strategic goals.

SFA Foundation has experienced significant growth in its operations and funding, necessitating robust processes that can scale with organisational demands and support long-term sustainability. SFA Foundation operations are hosted within the International Centre of Insect Physiology and Ecology (ICIPE) as a programme in the Republic of Kenya.

### **Brief context for the project:**

Our organisation has identified the need for structured BPM practices to address inefficiencies, eliminate redundancies, and implement standardised workflows. The BPM consultant/firm will be expected to support the development, design, drafting, reviewing, and sign-off of all documented processes to ensure they are in line with organisational policies and frameworks.

## 3.0 Objectives and Scope of the Assignments

The primary objective of this assignment is to engage a BPM consultancy firm to lead and deliver an organisation-wide BPM programme that results in:

- I. A validated end-to-end process architecture for SFA Foundation
- II. Clearly documented, optimised, and approved business processes.
- III. Alignment of process documentation with organisational policies, compliance frameworks, and strategic goals
- IV. A prioritised and costed roadmap for implementation, automation, and continuous improvement.

- V. Strong internal ownership supported by structured change management.
- VI. A guided implementation of process improvements and supported change management efforts.
- VII. Developed metrics and strategies for continuous improvement and process monitoring.

The consultant is expected to drive the methodology, analysis, and outputs, working collaboratively with SFA stakeholders.

## 4.0 Scope of Work

### a) Mobilisation, Discovery & Gap Assessment

- The consultant shall lead a structured, organisation-wide BPM gap assessment, covering all SFA functions, including but not limited to:
  - Programme & Grant Management (core function)
  - Finance
  - Human Capital
  - Procurement
  - ICT, Legal, Risk & Compliance, and other cross-cutting support functions

### b) Business Process Documentation & Optimisation

- Document all key business processes and workflows across identified functions.
- Develop detailed process flowcharts, process maps, and SOPs aligned with organisational policies and frameworks.
- Facilitate the development, design, drafting, and reviewing of business processes before final sign-off.
- Collaborate with key stakeholders to understand process requirements.
- Draft business process management documents and other necessary documentation.
- Identify areas where automation can improve workflows, enabling integration with organisational systems
- Ensure that all documented processes are structured for potential system integration and future automation opportunities
- Recommend best practices for process standardisation, compliance, and control.

### c) Policy and procedure review

- Conduct a comprehensive review of existing policies and procedures that govern or influence operational workflows, identifying discrepancies, inefficiencies, and opportunities for harmonisation.
- Assess compliance requirements and ensure that redesigned processes align with organisational policies and regulatory standards.
- Ensure that process improvements are supported by necessary policy and procedural adjustments to enhance operational effectiveness.
- Review Standard Operating Procedures (SOPs) and other necessary documentation.

### d) Implementation Support and change management

- Support the transition and implementation of documented processes across all business units.
- Facilitate change management activities, such as training sessions and stakeholder workshops, to encourage adoption.

NB: specify tools or platforms to facilitate implementation support of optimised workflows

### e) Monitoring and Continuous Improvement

- Develop performance metrics and KPIs to monitor the success of new processes.
- Propose a framework for ongoing process evaluation and adjustments based on performance data and organisational needs.
- Develop mechanisms for continuous feedback from staff to refine processes based on practical application.
- Ensure that policy updates remain aligned with process improvements over time, recommending periodic policy reviews where necessary.

## 5.0 Expected Deliverables

| Scope   | Key Deliverables   |
|---|--|
| Phase 1: Mobilisation, Discovery & Gap assessment | <ol style="list-style-type: none"><li>1. Inception Report</li><li>2. BPM Gap Assessment Report (pain points, risks, priorities)</li><li>3. Confirmed scope &amp; methodology</li><li>4. Stakeholder map &amp; engagement plan</li><li>5. Validated Process Inventory</li></ol> |

|  |   |
|--|---|
| Phase 2: Process Reengineering & Policy Alignment      | <ol style="list-style-type: none"> <li>1. As-Is process maps</li> <li>2. To-Be process maps</li> <li>3. SOPs for each function</li> <li>4. Policy &amp; Procedure Review Report (gaps &amp; recommendations)</li> </ol> |
| Phase 3: Implementation Support & Change Management    | <ol style="list-style-type: none"> <li>1. Implementation Support &amp; Change Management Plan</li> <li>2. Training materials &amp; guidelines</li> <li>3. Adoption roadmap</li> </ol>                                   |
| Phase 5: Monitoring & Continuous Improvement Framework | <ol style="list-style-type: none"> <li>1. Process performance KPIs</li> <li>2. Monitoring &amp; Continuous Improvement Framework</li> </ol>   |
| Phase 6: Project Closure & Final Reporting             | <ol style="list-style-type: none"> <li>1. Final BPM Report (outcomes, impact, recommendations)</li> </ol>   |

## 6.0 Duration of the Assignment

The consultancy assignment is expected to be completed over a period of **4 months**. Key milestones and deliverable due dates will be agreed upon during the inception phase.

## 7.0 Firm Qualifications

The BPM consultant/firm should meet the following criteria:

- Firm Background: Established history of providing BPM consulting services.
- Experience: At least 15 years of experience as a BPM specialist with proven expertise in process analysis, design, and optimisation.
- Team composition: A team with diverse expertise, including but not limited to process analysts, automation experts, change management specialists, and trainers.
- Systems Thinking: The ability to document processes in a way that integrates seamlessly with enterprise-wide automation systems
- Skills: Strong analytical, project management, and change management skills. Proficiency in process mapping tools and methodologies.
- Proven Track Record: Demonstrated experience in delivering business process documentation and optimisation services for organisations of similar scale.

## 8.0 Reporting and Coordination

The consultant/firm will work with the SFA Foundation Business Analyst and report directly to the Chief Operations Office or his delegate and will coordinate with key departments to document, review, and facilitate the approval of all business processes. The consultant is responsible for proactively seeking clarifications and driving progress.

Regular progress meetings will be scheduled to review deliverables, track timelines,

and address any issues.

## 9.0 Confidentiality

All information obtained during the audit shall be treated with the highest level of confidentiality and used solely for this assignment.

## 10.0 RFP Submission schedule.

| Action  | Date                  |
|---|-----------------------|
| Circulation of RFP  | January 15, 2026      |
| Deadline for receipt of questions relating to the RFP and confirmation of participation | January 20, 2026      |
| Response to Vendors' Queries  | January 22, 2026      |
| Deadline for submission of the proposals  | February 1, 2026      |
| Project start date  | Contract signing date |

## 11.0 Proposal Submission Requirements

Consultants are requested to submit a proposal containing:

- Approach and Methodology:** Description of the proposed methodology, project approach, and tools.
- Detailed work plan:** Detailed timeline and plan with deliverables and timelines
- Team Composition:** Names and roles of the project team members, including their qualifications and diversity in past projects. Experience working with diverse organisations, including non-profits, public sector entities, and private corporations.
- Budget:** Detailed budget breakdown including fees for each phase and any anticipated expenses.
- References:** At least three references from past clients with similar projects.

## 11. Evaluation Criteria

Interested firms should submit:

i. Technical Proposal:

- Consultant profile and contact details
- Methodology and work plan.
- Team composition and CVs of key personnel.
- Examples of recent similar assignments in nature and complexity.

ii. Financial Proposal: Detailed cost breakdown (e.g., fees, daily rates, travel expenses etc).

iii. References: Contact details for at least three previous clients.

### Mandatory Requirements of the Consultant

- a) Tax compliance certificate and PIN Certificate (if Kenyan) where applicable.
- b) Evidence of having conducted similar assignments. (Provide recommendation letter among others)
- c) Registration with relevant bodies (where applicable)

Only Bidders who meet the mandatory requirements will proceed to Technical Evaluation and will be evaluated based on the following criteria:

### 11.1 Technical Evaluation criteria (Weight 80%)

| Criteria  | Score    |
|---|----------|
| <b>Experience and Expertise (30%)</b> <ul style="list-style-type: none"> <li>• Demonstrated experience in BPM consulting, particularly with organisations similar in size or sector.</li> <li>• Proven track record of successful process re-engineering, optimisation, and implementation in relevant industries.</li> <li>• Certifications or advanced qualifications in BPM methodologies (e.g., Lean, Six Sigma) are preferred.</li> </ul>  | 30 marks |
| <b>Methodology and Approach (20%)</b> <ul style="list-style-type: none"> <li>• Clarity and feasibility of the proposed approach to the project phases (assessment, design, implementation, and monitoring).</li> <li>• Use of recognized BPM tools and methodologies for effective process mapping, analysis, and improvement.</li> <li>• Demonstrated understanding of the organization's specific needs, as reflected in a tailored approach to the project.</li> <li>• Demonstrated ability to lead and drive BPM engagements independently, including gap analysis, stakeholder engagement, and delivery of usable tools and outputs</li> </ul> | 20 marks |
| <b>Team Composition and Expertise (20%)</b> <ul style="list-style-type: none"> <li>• Experience and qualifications of the project team, particularly the lead consultant.</li> <li>• Availability of team members throughout the duration of the project, including specialists in process optimisation, change management, and training.</li> </ul>  | 20 marks |
| <b>References and Past Performance (10%)</b> <ul style="list-style-type: none"> <li>• Positive feedback from previous clients, especially in projects similar in scope and complexity.</li> <li>• Evidence of measurable results achieved in past BPM initiatives.</li> <li>• Ability to demonstrate long-term sustainability of implemented processes in previous projects.</li> </ul>   | 10 Marks |

\* Minimum score of 80% is required per category

### 11.2 Financial Scores (Weight 20%)

| Criteria  | Score    |
|---|----------|
| <b>Cost and Value (20%)</b> <ul style="list-style-type: none"> <li>• Cost-effectiveness and value for money based on the proposed budget, with a clear breakdown of fees by project phase.</li> <li>• Justification of costs, ensuring alignment with the scope of work and expected deliverables.</li> <li>• Competitive pricing that aligns with industry standards for BPM consulting services.</li> </ul> | 20 marks |

### 11.3 Determination of the Winning Bidder

The winning bidder shall be determined based on the combined scores for Technical and Financial scores as per the below formula:

Final Score (FS)= TS x T% + FS x F%,

where T% + F% shall always be equal to 100%.

- *Final Score (FS) is the total combined scores of Technical and Financial scores.*
- *T% is the weighting given to the technical proposal.*
- *F% is the weighting given to the financial proposal*

*T% shall be 80% and F% shall be 20% respectively*

The bidder with the highest combined scores shall be considered for negotiations for the award.

The best bidders as outlined above may further be invited for presentation on their proposals for further decision making

### 12.0 Terms and Conditions

This document contains proprietary and confidential information. Bidders may use or reproduce the information detailed within this document and any other supporting information only to provide a response to this request for proposal. No commitment will be made to any bidder unless a contract has been awarded and signed by both parties.

SFA Foundation reserves the right to cease this exercise at any time. During the period of this activity, no contact should occur between any members of the bidder's staff and SFA Foundation staff in relation to this exercise other than through the designated contact points as detailed within this request for proposal. It is however recognised that pre-existing relationships if any, will be respected.

### 13.0 Ethics

Bidders are required to observe our procurement ethical code of conduct which includes but is not limited to observing the highest standard of ethics regarding corruption, collusion, conflict of interest, and fraud. If the bidder does not observe confidentiality or ethical practices, they shall be disqualified from any future work.

### 14.0 Non-Disclosure and Confidentiality

The information contained within this document or subsequently made available to the consultant is deemed confidential and must not be disclosed without prior written consent unless required by law.

### 15.0 Independent Proposal

By submitting a proposal, the bidder warrants that the fees in the proposal have been arrived at independently, without consultation, communication, agreement or understanding for the purpose of restricting competition as to any matter relating to



such fees, with any other potential consultant or with any competitor.

## **16.0 Proposal Submission Process**

It should be noted that this document relates to a request for proposal only and not a commitment to enter into a contractual agreement. In addition, SFA Foundation will not be held responsible for any costs associated with the production of a response to this request for proposal.

## **17.0 Instructions on the Proposal Submission Process**

1. Proposal to be sent by email to: [procurement@scienceforafrica.foundation](mailto:procurement@scienceforafrica.foundation) on or before 1 February 2026 at 5.00 pm (EAT)
2. Protect your proposal with a password and share the password on 2 February 2026 by 8.00 am (EAT)
3. The proposal to be marked as follows on the subject line:

**RFP/001/2026: REQUEST FOR PROPOSAL (RFP) FOR CONSULTANCY FOR BUSINESS PROCESS MANAGEMENT**