OPEN TENDER FOR HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

Tender Reference Number: N° 010/2026

November 2026

AB Rwanda wishes to own a Human Resources Information System (HRIS) platform. The proposed solution should provide a secure, scalable, and integrated platform covering the complete employee lifecycle, from recruitment and onboarding through employment, performance management, development, payroll, succession, disciplinary processes, and exit.

All bidders are encouraged to respond with their best (lowest) initial price offer on a fixed price basis for the whole contract duration. Proposals should be submitted via **procurement@abr.rw** not later than **27th November 2026**

"The bidders are encouraged to go through and comply with the Detailed Functional, Technical, and Security Requirements document [Annexed] "

Late bids will be rejected

GENERAL INFORMATION ABOUT AB RWANDA PLC.

AB Rwanda plc is a financial institution, established in 2013 in Kigali, Rwanda. It is a member of an international network of microfinance banks providing banking services to micro, small and medium enterprises and private individuals in Africa and Asia.

PART 1: TENDER SUMMARY

AB Rwanda plc, invites all willing service providers to submit their proposals. The winner will sign a contract in which the work will be done.

PART 2: BID SUBMISISON GUIDELINES

TENDER SUMMARY	
Subject of Tender	**OPEN TENDER FOR HUMAN RESOURCES INFORMATION SYSTEM (HRIS**
Type of contract	HUMAN RESOURCES INFORMATION SYSTEM (HRIS)
Date tender launched	5th November 2026
Submission Deadline	27th November 2026 at 23:59:59pm
Opening date	1st December 2026 at **2:00** pm
Opening location	AB Rwanda meeting room
Inquiry contact email	procurement@abr.rw
	2 days before submission deadline

Format and contents of bid

Bidders MUST comply with the format and content instructions in the table below. Failure to comply with the submission format and content below may disqualify your offer.

A. General	
Procuring Entity	AB RWANDA PLC
Project	HUMAN RESOURCES INFORMATION SYSTEM (HRIS)
Name and identification of the contract	**010/2026**
The Intended Completion Period.	90 days [Project implementation]
B. Bidding Documents	
1. The bidders shall provide the original or notified copy of Tax clearance certificate from Rwanda Revenue Authority which is valid. 2. The bidders shall provide the original or notified copy of Social security fund which is valid. 3. The bidders shall provide the original or notified copy of certificates of good completion/Recommendation letters for similar works. 4. Enterprises with certificate of domestic company registration from RDB and VAT certificate for those citizen companies and the small for foreign companies identifying that it is a company allowed to exercise the service. 5. Documents and CVs of staff members who will be involved in the work. The detailed CVs should be submitted with the bidding documents with a certified copy of the degrees and the exclusive availability certificate for the project 6. Fill and Sign Anti-corruption form in Annex **Notice: The missing or no presentation of any one of the following documents will lead automatically to the elimination of the bidder.**	
C. Preparation of Bids	
Language of the bid	**ENGLISH** Bidders shall not submit bids in more than one language. The Contract to be signed with the winning Bidder(s) shall be written in the language in which the bid was submitted (English language) which shall be the language that shall govern the contractual relations between the Procuring entity and the winning Bidder. A Bidder shall not sign a translated version of its Contract
Currency of the Employer	**RWANDAN FRANCS**
Time validation for bid	**90 DAYS [after the submission]**
D. Submission of Bids	
The Procuring Entity's address for the purpose of Bid submission	*Attention:* AB Rwanda plc Attention: Managing Director P.O Box 671, Kigali, Rwanda Physical location: AB Rwanda Plc., KN 78ST 15 Nyarugenge/ Kiyovu. BCK Building, 1st Floor,

	The Bid to be completed and returned shall be submitted via procurement@abr.rw
Deadline for submission	The deadline for submission of bids shall be 27th November,2026 23:59:59
Inquiry contact email	procurement@abr.rw
E. Bid Opening and Evaluation	
BID opening time and place	Meeting room of AB Rwanda plc, on 1st December 2026 at **2:00** pm
F. Award of Contract	
payment modality will be guided by the contract	
The Procedures followed by AB Rwanda Plc, in making any award and contract resulting from this Tender Package, as well as the terms and conditions of such award and contract, will be based on the AB Rwanda plc, *Procurement procedure*	

PART 3: SUBMISSION AND HANDLING OF BIDS

a. Bids are to be submitted via **procurement@abr.rw**

b. In order to be considered, the bid must be received at the above email address not later than the submission deadline. Bidders are solely responsible to ensure the timely receipt of their bids. Bids received after the date and time required will not be considered.

c. Bids must follow the format and content described in section II.1. Incomplete bids or bids which do not follow the submission guidelines may be disqualified from consideration. Each bid must include a signed stamped one copy, valid for ninety (90) days after the Last Bid Receipt Date.

d. Bids will be opened on the Opening Date and Location in Part 1.

e. Once opened, bids will be held secure and intact. Reasonable efforts will be made to protect them from loss, alteration, or disclosure to any person other than AB Rwanda plc, or any person unauthorized by AB Rwanda plc. However, AB Rwanda plc will not be liable to any bidder for any failure to comply with this Section.

f. Bids may not be altered, corrected or withdrawn after the Last Bid Receipt Date. In exceptional cases, AB Rwanda plc may, at its sole discretion, permit correction of arithmetic errors, transposition errors, or other clerical minor mistakes. This is only possible in cases where AB Rwanda plc can clearly identify the mistake and where the intended bid can be established conclusively on the face of the submission.

g. Beyond arithmetic errors, transposition errors, or other clerical minor mistakes, no mistakes alleged by a bidder after the Submission Deadline will be permitted to be corrected.

PART 4: STANDARD PROVISIONS

V.1 Definitions and Headings

Except as otherwise specifically provided herein, all time periods specified shall be consecutive calendar days. The term "Tender Package" refers to the entire document, including all attachments thereto. Any

headings contained in the text of the Tender Package are for reference only, and do not alter, limit, or waive the content of the full provisions.

V.2 Bank Guidelines and Policies

a. The procedures followed by AB Rwanda plc, in making any award and contract resulting from this Tender Package, as well as the terms and conditions of such award and contract, will be based on the AB Rwanda plc *Procurement Procedure.*
b. Prospective companies providing this service should also note that a primary requisite for AB Rwanda plc is to obtain the most advantageous offer on the market. Whenever possible, bids are sought on a competitive basis, and all prices offered will be subject to detailed scrutiny and negotiation if necessary to ensure a reasonable contract price is obtained.

V.3 Tender Package

This Tender should not be considered an award or contract as it is intended solely for the provision of information to prospective suppliers.

V.4 Review of Tender Package

Prospective suppliers are solely responsible to examine carefully all of the terms and conditions of this Tender. Failure to do so will be at the prospective supplier's risk and expense, and any items requested by AB Rwanda plc, but not submitted by the bidder are grounds for disqualification from the tender.

Any ambiguities in the technical specifications and standards or inconsistencies between or among the various provisions of the Tender shall be resolved against the prospective supplier if the supplier fails to seek clarification prior to award.

V.5 Probity and Ethics

In the purchasing efforts AB Rwanda plc follows, and by virtue of the submission of their bids, all bidders and suppliers commit to follow the guidelines contained in AB Rwanda plc's *Procurement procedure.*

V.6 Language

All documents submitted in response to this Tender, as well as all correspondences in connection with the Tender, shall be in the language specified in Section 2.1.c the final contract will be written and signed in English.

V.7 Inquiries

Inquiries concerning this Tender and bid(s) must be submitted in writing two days before the submission deadline to permit a thorough and accurate response by AB Rwanda plc, Such inquiries shall be made by email (procurement@abr.rw) AB Rwanda plc is under no obligation to consider or respond to questions that are not received in a timely manner.

V.8 Evaluation of Bids

A. Administrative Criteria

The bidders must provide the following documents:

a. Copy of Calendar Registration certificate or Certificate of Domestic Company Registration allowing the company to carry out such activity.
b. Copy of VAT/TIN certificate if your company is registered to pay taxes.
c. Valid original tax clearance certificate from Rwanda Revenue Authority for companies based in Rwanda.
d. Valid original or certified copy of clearance certificate from Rwanda Social Security Funds for companies based in Rwanda.
e. Fill and Sign Anti-corruption form

Companies that do not fulfill all aforesaid conditions will be eliminated and their bids will not be considered for the next evaluation stage.

B. Administrative Requirements

The bidders must provide the following documents:

a. Copy of Calendar Registration certificate or Certificate of Domestic Company Registration allowing the company to carry out such activity.
b. Copy of VAT/TIN certificate if your company is registered to pay taxes.
c. Valid original tax clearance certificate from Rwanda Revenue Authority for companies based in Rwanda.
d. Valid original or certified copy of clearance certificate from Rwanda Social Security Funds for companies based in Rwanda.
e. Each bidder will share a template contract for the bid Lot(s) bided for.
f. Fill and Sign Anti-corruption form

Companies that do not fulfill all aforesaid conditions will be eliminated and their bids will not be considered for the next evaluation stage.

C. Financial Criteria

The financial criteria to be followed will be based on balance between the lowest price and the quality material proposed that will be most preferred after the Technical Criteria score. The overall winner will be determined after combining both Technical and Financial Scores for Companies that have been prequalified.

V.9 Amendments

If at any time prior to award the contract AB Rwanda plc deems there to be a need for a significant modification to the terms and conditions of this Tender, AB Rwanda plc will issue such a modification as

a written Tender amendment to all competing bidders using an addendum posted through all the channels used in sending out the tender package. No oral statement of any person shall in any manner be deemed to modify or otherwise affect any Tender package term or condition, and no bidder shall rely on any such statement.

V.10 Price Verification

If adequate competition is not achieved in the tendering process, the right is reserved for any otherwise compliant bid to be referred to AB Rwanda plc who may, at their discretion, authorize a price verification exercise to be undertaken on their behalf by an organization of their choice. In such an eventuality, the bidder will be required to give details of the services tendered for, together with details of any costing used or undertaken in preparing the bid.

V.11 Extension of Bid Validity Dates

When necessary and appropriate under the circumstances, AB Rwanda plc may request bidders, in writing, to extend the validity period of their bids and Bid Securities (if any). A bidder may refuse to extend its bid; however, its bid will be disqualified. A bidder agreeing to extend will not generally be permitted or required to modify their bid in any manner other than to extend it.

V.12 Rejection of Tenders

AB Rwanda plc is not bound to accept the lowest bid and reserves the right to reject any tender in whole or in part and to reject any or all tenders without assigning any reason. Circumstances in which rejection of all bids may occur include, without limitation, to the following:

a. None of the bids adequately responsive to the specifications;
b. There is evidence of insufficient competition;
c. The lowest bid exceeds the estimated value or funds available by a significant amount and cannot be reduced by negotiation.
d. The quality of the tender is deemed insufficient.
e. The technical or financial bases of procurement have changed materially prior to the award,
f. The prices of the bid are obviously and clearly excessively high.

V.13 Terms of Awards

a. All awards are subject to the availability of adequate funds from AB Rwanda plc and the receipt of all required approval from AB Rwanda plc and the indenter.
b. Upon receipt of AB Rwanda plc, and/or the indenter's approval of the recommended award, to the extent required, AB Rwanda plc will send a Notice of Award to the winning bidder and will inform unsuccessful bidders that they have not been selected.

V.14 Notification of Tender Award

The bidder whose proposal attains the highest score, in accordance with the evaluation criteria in the present request for proposals shall be selected for award, subject to satisfactory conclusion of negotiations if deemed necessary.

The procuring entity shall notify the successful bidder of its selection results and at the same time inform other unsuccessful bidders of the decision. In the absence of a challenge by any other bidders within thirty (30) days of the notice, both parties shall sign the contract.

V.15 Delays in Performance

If the company fails to deliver any or all services and execution of works within the period specified in the contract, liquidated damages equivalent to an amount, to be specified by the contract, between **10%** of the total contract value shall be deducted from the Company's dues for each day the service is not performed. However, the liquidated damages shall not exceed 10% of the total contract sum at which point termination of the contract shall be considered.

V.16 Data Protection and Privacy Notice

As part of this tender process, AB Rwanda Plc may collect and process personal data, including CVs, names, contact details, qualifications, and other information submitted by bidders.

The information will be used solely for tender evaluation, verification, communication, and related procurement purposes, in accordance with Rwanda's Law No. 058/2021 relating to the Protection of Personal Data and Privacy. Personal data will be accessed only by authorized parties and retained for the period necessary to fulfil the applicable legal, regulatory, and procurement requirements.

For any questions regarding the processing of personal data, please contact **info@abr.rw.**

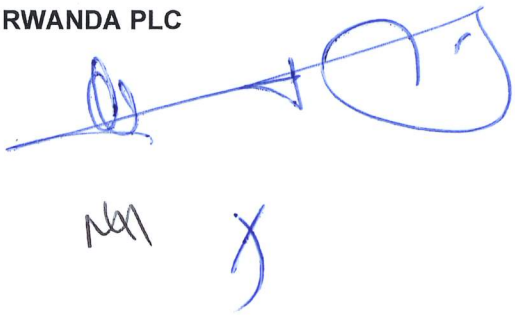
V.16 Payment Terms

AB Rwanda plc undertakes to pay basing on the agreement with the winner of the market and this will be paid within 30 working days upon reception of an invoice. Any requested advance payment will require a security payment as a guarantee equal to the amount requested.

We welcome your bid in this competitive process!

Sincerely,

AB RWANDA PLC



A PROPOSED MODERN AB RWANDA HUMAN RESOURCES INFORMATION SYSTEM [HRIS

Detailed Functional, Technical, and Security Requirements

Prepared by AB Rwanda

Period: November 2026

Classification: Open

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1. Introduction

AB Rwanda wishes to own a Human Resources Information System (HRIS) platform. The proposed solution should provide a secure, scalable, and integrated platform covering the complete employee lifecycle, from recruitment and onboarding through employment, performance management, development, payroll, succession, disciplinary processes, and exit.

1.1 The proposed solution must therefore support multiple authentication and access channels, including:

Authentication / Access Channel	Priority
Employee number with a password and OTP to verify the staff number	Mandatory / Preferred
Secure web portal: username and password	Mandatory / Preferred

1.2: ownership

Item	Owner / Responsible
HR platform, data, processes, approvals	AB Rwanda
Day-to-day HR administration	AB Rwanda HR team and management
HR operations	AB Rwanda (the vendor is not assumed to manage HR operations)
Vendor involvement	Only when vendor support, technical assistance, maintenance, configuration, troubleshooting, upgrades or other agreed support services are required

The successful platform owner shall provide an implementation approach that minimizes disruption to AB Rwanda's HR operations and ensures the confidentiality, integrity, availability, auditability, and regulatory compliance of the solution.

2. Purpose of the HR Platform

- Owning a modern HRIS with a centralized employee master database.
- Provide employee and manager self-service.
- Digitize HR processes and eliminate unnecessary paper-based processing.
- Automate HR workflows and approvals.
- Improve payroll accuracy and control.
- Improve leave and attendance administration.
- Strengthen performance management.
- Improve recruitment and onboarding process.
- Establish effective talent, training, and succession management.
- Improve disciplinary and employee-relations administration.
- Digitize employee records and supporting documents.
- Improve HR reporting and management dashboards.
- Strengthen information security and access controls.
- Support compliance with applicable Rwandan laws and regulatory requirements.
- Enable integration with existing AB Rwanda systems.
- Provide secure access to employees who do not have a corporate email account.
- Reduce manual intervention and operational errors.
- A scalable platform capable of supporting future HR requirements.

3. HRIS Functional Requirements

The proposed solution shall provide the following functional capabilities across the complete employee lifecycle. Each area is detailed in the subsections below.

3.1–3.7	3.8–3.14	3.15–3.21
1. Core Employee Management 2. Employee Self-Service 3. Authentication and Access 4. Manager Self-Service 5. Recruitment Management 6. Onboarding 7. Leave Management	8. Workflow and Approval Engine 9. Payroll Management 10. Performance Management 11. Training and Learning 12. Talent Management 13. Succession Planning 14. Promotion Management	15. Transfer Management 16. Disciplinary Management 17. Employee Relations / HR Cases 18. Exit Management 19. Digital Document Management 20. Notifications 21. Reporting and Dashboards

3.1 Core Employee Management

The system shall provide a comprehensive electronic employee record, maintaining a complete history of changes to employee information. Required data fields include:

Personal Information	Employment Information	Qualifications & Background	Historical Records
■ Unique employee number ■ Full name and preferred name ■ Date and place of birth ■ Nationality ■ Identification information ■ Gender ■ Primary contact details ■ Residential address ■ Emergency contacts ■ Next of kin details ■ Bank account details ■ Pension information	■ Job title ■ Job grade ■ Department ■ Unit / branch / location ■ Reporting manager ■ Employment type ■ Employment status ■ Date of joining ■ Confirmation date ■ Contract details ■ Contract expiry date ■ Probation information	■ Previous employment ■ Education ■ Professional qualifications ■ Certifications ■ Skills ■ Languages	■ Training history ■ Performance history ■ Promotion history ■ Transfer history ■ Disciplinary history ■ Leave history ■ Payroll information ■ Benefits ■ Employee documents

Employee Master-Data Workflow

- *Employee creation → HR verification → HR admin approval → Unique employee ID creation → Employee notification → Employee self-service activation*
- *The system shall prevent duplicate employee records, and the HRIS should allow migration of AB Rwanda's current employee IDs.*
- *The system shall allow the staff to do some the declaration , eg:*
  - *Personal business of conflicting projects outside of AB Rwanda*
  - *Relationship with other AB Rwanda staff*
  - *Any other declaration as per AB Rwanda policy*

3.2 Employee Self-Service (ESS)

Employee self-service shall be a core requirement. Employees shall be able to:

- View their profile.
- Update permitted personal information.
- Submit leave requests.
- View leave balances and history.
- Download pay slips.
- Download employment certificate
- View employment information and documents.
- Submit requests and view their approval status.
- View personal and organizational goals.
- Complete performance assessments.
- View training allocated to them.
- Apply for internal vacancies.
- Submit HR requests (e.g. letters, advances).
- Update their information.
- View HR announcements and receive notifications.

The system shall enforce approval workflows where changes require some verification.

3.3 Authentication and Access

3.3.1 Employee Number and password-→ mobile number verification by sending the OTP

For non-email users, the system shall support authentication using an Employee Number and its password, registered mobile number, and a one-time password (OTP), covering:

■ OTP generation, expiry, and retry limits. ■ Account lockout. ■ Mobile-number verification	■ Lost-phone process and SIM-replacement considerations. ■ Audit logging.

3.3.2 Secure Web Portal

The web portal shall support:

■ Email and password-based login. ■ Secure authentication. ■ Role-based access (User, Admin, Line Manager, IT, HR, MT, etc.).	■ Session management and automatic timeout. ■ Password policies, where passwords are used. ■ Device/session management ■ Support all allowed browsers.

3.4 Manager / Line Manager Self-Service

Line managers shall be able to:

■ View their reporting employees. ■ Approve or reject leave and HR requests. ■ View team leave calendars. ■ View employee profiles within their authorized scope. ■ Complete performance reviews and set employee goals.	■ Approve training requests. ■ Initiate promotion or transfer recommendations. ■ Initiate disciplinary actions, subject to authorization. ■ View team analytics. ■ Receive pending-task notifications.

■ ***Managers shall only have access to employees within their own departments or units.***

3.5 Recruitment Management

The recruitment module shall support the complete recruitment lifecycle:

HR Recruitment planning → Position management (job descriptions, vacancy creation and multi-level approval) → Staff request and approval → Advertisement → Assessment, rating and selection → Approval → Offer acceptance and onboarding

This functionality shall include but not limited to:

- Applicant portal.
- CV upload and screening against the job description.
- Application screening and shortlisting.
- Candidate database.
- Interview scheduling, scoring and notifications capabilities.
- Assessment management.
- Candidate communication.
- Employment offer management and other approval workflow.
- Recruitment analytics and Candidate rejection notifications.
- Talent pool creation.
- The system should support both internal and external recruitment.

3.6 Onboarding

The system shall automate onboarding after an employee is selected:

Candidate selected and offer accepted → Employee creation and document collection → Probation tracking → Employee confirmation

3.7 Leave Management

Leave management shall be fully automated. The system shall support configurable leave types :

- Annual leave.
- Sick leave.
- Maternity leave.
- Paternity leave.
- Compassionate leave.
- Study leave.
- Unpaid leave.
- Special leave.
- Other AB Rwanda-defined leave types.

Required Functionality

■ Automatic entitlement calculation and proration. ■ Leave accrual and carry-forward. ■ Leave expiry. ■ Public holiday and weekend handling. ■ Half-day and hourly leave, where required.	■ Leave cancellation and amendment. ■ Leave approval and delegation. ■ Leave balance, calendar, and team calendar. ■ Leave reports.

- *The system shall maintain a configurable public-holiday calendar, automatically excluded from leave calculations where applicable, and shall support different calendars where AB Rwanda has employees under different work arrangements.*

3.8 Workflow and Approval Engine

Workflow automation shall be a core capability and the workflow engine shall support:

3.8.1 The system shall support below configurable workflows	3.8.2 The Workflow Engine Shall Support
■ Employee creation. ■ Employee amendments. ■ Leave. ■ Recruitment. ■ Onboarding. ■ Confirmation. ■ Promotion and transfer. ■ Salary and remuneration changes. ■ Training. ■ Performance appraisal. ■ Disciplinary cases. ■ Exit management. ■ HR documents and Other HR requests.	■ Multiple approval levels. ■ Sequential approvals. ■ Parallel approvals. ■ Conditional approvals. ■ Delegation. ■ Escalation. ■ Approval deadlines and Automatic reminders. ■ ■ Rejection and resubmission. ■ A complete audit trail.

- *Example:* Employee → Line Manager → Department Head → HR → Executive Approval
- AB Rwanda shall determine the actual workflow and the system shall allow this

3.9 Payroll Management

Payroll shall be provided either as a fully integrated module or through secure integration with AB Rwanda's existing payroll solution, supporting:

■ Monthly payroll. ■ Salary structure by employee type (eg: consultants, temporary, project, permanent). ■ Basic salary, allowances, deductions, and benefits. ■ Overtime and bonuses, where applicable. ■ Salary Prorate base option	■ Loans / advances. ■ Statutory deductions, tax calculations, and pension deductions. ■ Net salary and pay slips. ■ Payroll approvals, reports, audit trail, and reconciliation.

Solution should have the ability to accommodate AB Rwanda's payroll and statutory requirements. The system shall support maker-checker controls for payroll.

3.10 Performance Management

The system shall support a configurable performance management framework and process:

Goal setting → Manager review → Employee acceptance → Mid-year review → Year-end assessment → Calibration → Approval → Development plan

■ Organizational, department, and individual goals and KPIs. ■ Weighting and competencies. ■ Performance ratings. ■ Self-, manager, and reviewer assessment.	■ Calibration. ■ Performance history. ■ Performance improvement and development plans. ■ Reports.

■ **The system shall maintain historical performance records.**

3.11 Training and Learning Management [Desirable]

The system shall support:

■ Training needs analysis. ■ Training Plan ■ Training requests, approvals, and calendar. ■ Internal and external training. ■ Training costs. ■ Training Bond trucking	■ Participant management and attendance. ■ Certificates and mandatory training. ■ Expiry of certifications, with alerts. ■ Training evaluation and history. ■ Trainig reports

3.12 Talent pool Management

The system shall support the process of identification and management of talent, including:

- Talent profiles and pools.
- Skills inventory and competency framework.
- Career paths and Development plans.
- Talent pool monitoring

3.13 Succession Planning

- The system shall support succession planning for critical positions, including critical-position identification, successor identification, readiness levels, competency gaps, development actions, and succession reports.
- Access to succession information shall be strictly controlled because of its sensitive nature.

3.14 Promotion Management

- *Promotion nomination and eligibility check → Manager Recommendation → HR review and approval → Effective date and employee notification → Payroll/HR update*
- *The system should allow configurable eligibility criteria, and all promotion decisions must be auditable.*

3.15 Transfer Management

The system shall support:

- Internal, department, and branch transfers.
- Position and reporting-line changes.
- Temporary assignments.
- Effective dates and approval workflows.
- Employee notification.
- Payroll integration.
- Historical tracking.

3.16 Disciplinary Management

The system shall provide a controlled disciplinary case-management module, supporting:

- Case creation and incident recording.
- Case classification and supporting evidence.
- Investigation and notices.
- Employee response and hearings.
- Decisions and corrective actions.
- Warnings documents
- Appeal and case closure.
- **Disciplinary** tracking

- *Highly confidential disciplinary records shall be subject to restricted access, and the system must maintain a complete audit trail.*

3.17 Employee Relations / HR Case Management

The solution should support confidential HR cases, including:

- Register employee queries.
- Register grievances.
- Register complaints [by Employees].
- Employee-relations cases.
- HR requests.
- Case assignment.
- Case escalation.
- Case resolution.
- Supporting documents.
- Case history.
- Access must be based on role and case sensitivity.

3.18 Exit Management

The system shall support the following exit types:

- Resignation.
- Retirement.
- Termination.
- Contract expiry.
- Redundancy, where applicable.

The system shall also support the following exit-related functionality:

- Exit interview and Clearance.
- Asset recovery.
- Knowledge transfer or handover.
- Final payroll and Employee certificate.
- Employment documentation.

- Deactivation of access.

3.19 Digital Document Management

The HRIS shall provide a secure electronic employee file. Documents may include:

- Employment contracts.
- Identification documents.
- Academic certificates.
- Professional certificates.
- Medical / occupational documents, where lawfully processed.
- Disciplinary documents.
- Performance documents.
- Promotion letters.
- Transfer letters.
- Training certificates.
- Payroll documents.
- Exit documents.

Requirements

- Document upload
- Document categorization.
- Version control
- Access controls.
- Document expiry alerts.
- Search.
- Download.
- Audit trail.
- Retention rules.
- Secure deletion with confirmation option or button, subject to retention requirements.

3.20 Notifications

Notification templates shall be configurable and may vary depending on the message being communicated. The system shall support:

SMS and	Email
■ Leave approval / rejection ■ OTP ■ HR requests ■ Important HR announcements ■ Workflow reminders	■ Workflow notifications ■ Recruitment ■ Performance reviews ■ Training ■ HR announcements ■ Employee correspondence

3.21 Reporting and Dashboards

The system shall provide configurable dashboards for:

HR Management	Management	Audit
■ Headcount ■ Turnover ■ Recruitment ■ Vacancies ■ Leave ■ Absenteeism ■ Payroll ■ Performance ■ Training ■ Promotions ■ Transfers ■ Disciplinary cases ■ Exits	■ Headcount by department ■ Headcount by branch ■ Workforce trends ■ Employee movement ■ Critical vacancies ■ Leave exposure ■ Performance status ■ Training compliance	■ User activity ■ Changes to employee records ■ Payroll changes ■ Workflow actions ■ Access logs ■ Failed login attempts ■ Administrative activity

Additional capabilities:

- Real-time dashboards.
- Scheduled reports.
- Excel export and import.
- PDF export and import.
- CSV import and export.
- API access.
- Role-based reporting.
- Department- or unit-based reports and dashboards.

4. IT and Security Audit Trail capabilities

The audit trail is a mandatory requirement. At minimum, the system shall record:

■ User. ■ Date. ■ Time. ■ IP address / device, where available. ■ Transaction details	■ Previous value and new value. ■ Approval / rejection. ■ Reason / comment. ■ Login / logout.	■ Data access. ■ Data export. ■ Document access. ■ Configuration changes. ■ Role changes.

- *Audit records shall be protected against unauthorized alteration or deletion.*

5. Information Security Requirements

Security shall be a major evaluation criterion.

Identity and Access Management

■ Role-based access control. ■ Least-privilege access. ■ Segregation of duties. ■ Privileged-user controls.	■ Automatic account disabling. ■ Session management. ■ Password policy. ■ OTP security.

Security Monitoring and Vulnerability Management

- The system should support integration with AB Rwanda's security monitoring tools, where applicable.
- The system owner shall provide evidence of a recent independent security assessment or certification, where available.

6. Data Protection and Privacy to be integrated in AB Rwanda's policy

- The solution shall comply with applicable Rwanda data-protection requirements and shall be hosted within AB Rwanda's infrastructure.
- The following documents will be developed by AB Rwanda or integrated within AB Rwanda's existing policy framework:

■ Mapping flow diagram to be provided by the owner. ■ Vendor support process and procedure. ■ Employee data-retention policy. ■ Employee data-deletion procedure.	■ Employee security controls. ■ Platform license management.

7. Integration Requirements

The HRIS shall provide secure APIs and integration mechanisms. Potential integrations include:

- Active Directory.
- MyMBS.
- Payment systems.
- Other AB Rwanda systems.

8. Data Migration

Existing HR data shall be migrated into the new platform and Platform to be flexible to allow employee updating personal information.

The migration process shall include but not limited to:

- Data discovery.
- Data profiling.
- Data cleansing.
- Data mapping.
- Data transformation.
- Test migration.
- Validation.
- User acceptance.
- Final migration.
- Reconciliation and data-quality checks.

Note: Scan the files and attach them to the respective employee profiles, whether newly created or existing

As part of data profiling and reconciliation, the migration process shall identify and resolve data-quality issues, including:

- Duplicate employees.
- Missing data.
- Invalid data.
- Inconsistent employee records.
- Document gaps.

A detailed migration plan is required. No production data shall be migrated without AB Rwanda's approval, and data-quality reports are required before final migration.

9. Implementation Approach: Platform Acquisition, Configuration, Integration and Customization

- AB Rwanda expects the selected solution to be a proven, ready-made HRIS platform rather than a system built from scratch.
- The implementation shall therefore focus on acquiring, configuring, integrating, and where necessary customizing the vendor's existing platform to meet AB Rwanda's requirements as set out in this document, rather than on ground-up software development.
- Where any requirement or functionality described in Section 3 is not available in the vendor's standard platform, the selected platform owner shall clearly identify this gap and propose a customization approach and cost to close it.
- The implementation shall follow a phased approach:

Phase	Key Activities
Phase 1 – Platform Selection and Fit-Gap Assessment	Confirm the vendor's standard platform capabilities against AB Rwanda's requirements; identify gaps requiring configuration or customization.
Phase 2 – Planning and Governance	Project initiation; governance; project plan; stakeholder identification; licensing and contracting.
Phase 3 – Business Analysis	Platform assessment; requirements validation; agreement of the approach to closing identified gaps.
Phase 4 – Configuration and Customization	Configuration of the standard platform to AB Rwanda's requirements; development of any customization needed to close identified gaps; workflows, roles, and reports.
Phase 5 – Integration	Integration with Active Directory, MyMBS, payment systems, and other AB Rwanda systems (Section 7).
Phase 6 – Data Migration	Data cleansing, migration, and validation (Section 8).
Phase 7 – Testing	Unit, system integration, security, performance, and user acceptance testing.
Phase 8 – Training	HR administrators; HR users; managers; employees; IT and system/security administrators.
Phase 9 – Go-Live and Cutover	Cutover; production migration; go-live.
Phase 10 – Post-Go-Live Stabilization and Support	Issue resolution; performance monitoring; knowledge transfer; final acceptance; transition to ongoing support and maintenance.

10. User Acceptance Testing

- AB Rwanda shall conduct UAT covering all the functional requirements (Section 3).
- A UAT document will be developed to match those functional requirements

11. Documentation

The vendor shall provide:

- Solution architecture.
- System administration manual.
- User manual and configuration manual.
- Integration / API documentation.
- Security documentation.
- Support procedures (SLA).
- Training materials.
- Test documentation.
- Data migration documentation.

12. Vendor Requirements

12.1 Bidder Experience and References

- Experience implementing HR systems.
- Experience with financial institutions/banks (preferred).
- Experience in East Africa / Rwanda (preferred).
- At least three (3) comparable implementations.
- A qualified implementation team.
- Local support capability.
- Fulfil Cybersecurity and Data-protection standard.

- ***For each reference provided, bidders shall include organization, country, and number of employees, modules implemented, implementation date, contact person, and contact details.***

12.2 Mandatory Vendor Declarations

The bidder shall declare:

- Security certifications.
- Any limitations in the proposed functionality.
- Any mandatory third party licenses.
- Any other documents required by AB Rwanda

12.3 Expectations from the Bidder

In delivering the solution described in this document, the bidder shall provide:

- Solution design and configuration documents.
- Deployment and Data migration support.
- HRIS integration with other internal platforms.
- User acceptance testing support.
- Security testing.
- Knowledge transfer.
- Change management.
- Documentation.
- Go-live support.
- Providing platform Warranty.
- Post-implementation support.
- Maintenance and upgrades process and procedures

13. Security Testing and Audit Rights

AB Rwanda shall have the right, subject to reasonable contractual arrangements, to:

- Conduct security assessments.
- Request independent security reports (performed before).
- Review relevant audit evidence (findings and measures taken).
- Conduct vulnerability assessments.
- Conduct penetration testing, where appropriate.
- Review access-control arrangements.
- Review data-protection controls.

- **The vendor shall promptly address critical security vulnerabilities.**

14. Incident Management

The vendor shall maintain a documented incident-response process. The contract shall define SLA

- Incident classification and Notification
- Escalation process
- Recovery timeline and Root-cause analysis.
- Corrective action.

Security incidents involving AB Rwanda data shall be notified to AB Rwanda immediately, or within the contractual timeframe.

15. Acceptance Criteria and Warranty

15.1 Acceptance Criteria

The solution shall only be accepted when:

- Mandatory functionality is operational.
- Configured workflows operate correctly.
- Data migration is validated.
- Integrations are tested.
- Security testing is completed.
- UAT is successfully completed.
- Critical defects are resolved.
- Training is completed.
- Documentation process is completed and all the required documents are delivered.
- AB Rwanda formally signs acceptance.

15.2 Platform Warranty

The bidder shall provide a minimum warranty period of 12-15 months following go-live. During the warranty period, the bidder shall correct:

- Software defects.
- Configuration defects.
- Integration defects.
- Migration defects attributable to the implementation.
- Security defects.

16. Bidder Proposal Structure

To facilitate evaluation, the platform owner shall submit proposals structured as follows:

1. Executive Summary. 2. Company Profile. 3. Relevant Experience. 4. Proposed Solution. 5. Functional Compliance Matrix. 6. Technical Architecture. 7. Security Architecture. 8. Data Migration Plan. 9. Implementation Methodology.	10. Project Team and Implementation Plan. 11. Project Schedule. 12. Training Plan. 13. Support & SLA. 14. References. 15. Commercial Proposal. 16. Assumptions. 17. Exceptions handling. 18. Additional value-added features offered by the platform but not included in this proposal