TERMS OF REFERENCE (ToR) FOR THE PROCUREMENT, IMPLEMENTATION AND SUPPORT OF A HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

FINCA Uganda Limited (MDI) | November 2026

1. Background

FINCA Uganda Limited (MDI) is a regulated financial institution providing financial services through its branch network and digital channels. The institution seeks to replace its HR information system acquired in 2010, which no longer adequately supports its operational, reporting and control requirements.

Current HR processes are fragmented across multiple platforms and manual trackers, limiting automation, data integrity, timely reporting, employee self-service and accountability. FINCA seeks a secure, scalable and integrated HRIS to support the entire employee lifecycle and strategic workforce management.

2. Purpose of the Assignment

a) Supply, implement and support an integrated, enterprise-grade HRIS.

b) Automate end-to-end HR processes and configurable approval workflows.

c) Centralize employee records and strengthen internal controls, auditability and compliance.

d) Provide reliable management analytics and employee and manager self-service.

e) Integrate with existing payroll, core banking and other applicable systems.

2.1 Definitions and acronyms

HRIS: Human Resource Information System; ESS: Employee Self-Service; MSS: Manager Self-Service; ATS: Applicant Tracking System; PIP: Performance Improvement Plan; TAT: Turnaround Time; RBAC: Role-Based Access Control; UAT: User Acceptance Testing; SLA: Service Level Agreement; TCO: Total Cost of Ownership; POC: Proof of Concept.

2.2 Expected Business Outcomes

The HRIS investment is intended to improve the effectiveness of FINCA Uganda's human resource management, rather than simply replace the existing technology platform. It is expected to strengthen human resource management through:

a) Improved accuracy, completeness and accessibility of employee information, including through employee and manager self-service.

b) Timely establishment, monitoring and assessment of individual performance commitments linked to institutional objectives.

c) Improved management reporting and analysis of staff retention, productivity, recruitment, succession and workforce costs.

d) Stronger succession planning and visibility of leadership and critical-role readiness.

e) Reduced manual processing and duplication, improved process efficiency, stronger management accountability and stronger internal controls.

f) Better monitoring of learning and development outcomes, employee relations and management actions.

Vendors shall demonstrate how their proposed solutions support these outcomes and identify any material dependencies. FINCA Uganda will establish baseline measures and implementation success indicators against which the benefits of the new system will be assessed before system acceptance.

3. Scope of Work

The selected vendor shall supply, configure, integrate, migrate data, test, implement, train users and provide ongoing support for the HRIS. All twelve functional areas described in Sections 3.2–3.13 shall be addressed in the proposal and interlinked through a common employee record.

Vendors shall distinguish standard functionality, configurable functionality, custom development, third-party components and functionality not supported. Vendors shall identify any proposed phased delivery, limitations and exceptions against each requirement; the approved mandatory scope will be used for responsiveness assessment.

3.1 General system functionality

a) Secure web-based access and scalable architecture.

b) Role-based access for HR, line managers, Finance, IT and employees; ESS and MSS portals.

c) Configurable approval hierarchies, delegation, escalation, notifications and maker-checker controls where required.

d) Full audit trails; search and export to Excel, PDF and CSV.

e) Backup, disaster recovery and secure integration capabilities.

3.2 Core HR and Records Management

a) Digital employee files, biodata, next-of-kin records and secure document storage.

b) Contract management, renewal reminders and employee lifecycle tracking from appointment to exit.

c) Employee history, organizational structures and controlled changes to employee master data.

3.3 Recruitment and Onboarding

a) Vacancy requisition and approval workflows; applicant tracking system.

b) Interview evaluation forms, candidate assessment and offer management.

c) Automated onboarding checklists, probation tracking and confirmation approvals.

3.4 Leave Management

a) Leave planner and calendar visibility; employee applications and approval workflows.

b) Configurable leave rules, automated accrual, balances and leave utilization reports.

3.5 Performance Management

a) Goal setting, mid-year and annual appraisal workflows.

b) Performance rating consolidation, PIP tracking and performance dashboards.

c) Support cascading of institutional strategic objectives and approved Annual Operating Plan (AOP) targets to departmental, team and individual performance goals, with defined responsibilities, measures, targets and weightings.

d) Record the dates on which performance agreements are established, reviewed, approved and amended, with a complete audit trail of changes.

e) Enable comparison of agreed targets against actual performance, supporting evidence, supervisor assessments and documented performance variances.

f) Support performance calibration, approval workflows, corrective actions, development plans and monitoring of agreed Performance Improvement Plans (PIPs).

g) Provide management reports identifying overdue performance agreements, incomplete appraisals, unapproved KPI changes and outstanding performance-improvement actions.

3.6 Staff Loans Management

a) Staff loan application, loan committee review and approval workflows.

b) Outstanding balance tracking, payroll deductions and reconciliation with core banking.

c) TAT monitoring, exception reporting and loan portfolio analytics. Core banking remains the reconciliation reference for booked loans.

3.7 Training and Development

a) Training needs assessment, approval workflows and attendance tracking.

b) Training cost reporting and individual learning history.

c) Support pre-training needs assessment, competency-gap identification and post-training evaluation.

d) Track agreed learning objectives, application of acquired skills and follow-up actions by employees and supervisors.

e) Provide reports on training expenditure, completion, competency development and effectiveness against agreed learning objectives.

3.8 Payroll Interface

a) Payroll data export, overtime and allowance management and statutory deductions tracking.

b) Integration with existing payroll engine; controlled input validation, approval and reconciliation of payroll interfaces.

c) Clearly distinguish interface capability from any optional native payroll engine; price separately.

3.9 Reports and Analytics

a) Headcount, turnover, leave utilization, recruitment pipeline and staff loan performance reports.

b) Gender and diversity reporting, configurable management dashboards and exportable reports with access restrictions.

c) Provide configurable dashboards and trend analysis covering staff establishment, vacancies, turnover, regrettable attrition, recruitment turnaround, leave utilisation, performance management, succession readiness and training effectiveness.

d) Allow analysis and comparison by branch, region, department, position, grade and reporting period, subject to appropriate access restrictions.

e) Support workforce productivity analysis through the integration or controlled import of relevant financial and operational indicators, where available.

f) Provide exception-based reporting and monitoring of outstanding management actions, including overdue appraisals, recruitment, succession, employee relations and audit-related actions.

g) Allow authorised users to generate management and Board reports from a consistent data source, with configurable reporting periods and drill-down capabilities.

3.10 Employee Relations Management

a) Grievance reporting and case management workflows.

b) Disciplinary hearing records, outcomes and feedback linked securely to employee records; restricted access and audit history.

3.11 Reward Management

a) Reward cycle administration, approvals and integration with performance feedback.

3.12 Talent Management

a) Individual personal development plans and talent plans linked to performance, rewards and learning and development.

3.13 Succession Planning

a) Individual successors linked to the identified critical roles

b) Individual personal development plans for the identified successors linked to performance, rewards , learning and development.

c) Maintain a register of critical positions, identified successors, readiness levels and succession coverage gaps.

d) Support competency assessments, development requirements and progress monitoring for identified successors.

e) Provide dashboards highlighting critical positions without ready successors and overdue succession-development actions.

f) Support succession planning and reporting for executive, middle-management and other designated critical positions.

4. Integration Requirements

a) Integrate with the existing payroll engine, core banking system for staff loan reconciliation and biometric/attendance systems where applicable.

b) Provide secure APIs or controlled file interfaces, data mapping, validation, error handling, retry mechanisms and reconciliation reports.

c) Specify integration architecture, supported protocols, frequency, interface ownership and dependencies on FINCA or third parties.

d) Identify standard connectors versus custom development and disclose all related licensing, implementation and recurring costs.

e) For each interface, including payroll and staff loans, identify the source system and the authoritative data owner.

5. Data, Security and Compliance Requirements

a) Comply with applicable Ugandan data protection and privacy legislation, banking supervisory requirements and FINCA security policies.

b) Provide RBAC, least privilege, segregation of duties, maker-checker approvals, MFA and secure authentication.

c) Encrypt data in transit and at rest; maintain auditable user activity and changes to sensitive records, with controlled log access.

d) Disclose data hosting and backup locations, subprocessors, cross-border transfers, retention and deletion arrangements.

e) FINCA shall retain ownership of its data, with secure export in usable formats and documented return/deletion at contract exit.

f) Describe vulnerability management, security testing, incident notification and relevant independent assurance or certifications.

g) The HRIS shall support integration with FINCA Uganda's existing Microsoft Active Directory (AD)/ Microsoft Entra ID environment to facilitate centralized identity management and authentication.

h) Provide separate access permissions for sensitive employee relations, disciplinary, medical, remuneration and performance records, with appropriate audit trails.

6. Deployment Model

a) Propose cloud-based or secure on-premise deployment; clearly identify the recommended model and any alternative.

b) Provide architecture, infrastructure, software prerequisites, sizing assumptions, scalability and availability commitments.

c) Describe backup frequency, restoration testing, disaster recovery, recovery time and recovery point objectives, and business continuity.

d) Define vendor and FINCA responsibilities, hosting arrangements, environments and all related costs.

7. Implementation and Project Management

a) Provide a detailed project plan with governance, milestones, deliverables, resource allocation and dependencies.

b) Confirm requirements, configure interconnected modules and approval workflows, and document solution design.

c) Provide a migration plan covering legacy records, documents and historical data, cleansing, mapping, trial migration, validation and reconciliation.

d) Conduct integration, security and functional testing, support UAT and resolve defects before acceptance.

e) Provide cutover, rollback and continuity arrangements, go-live and stabilization support.

f) State proposed timelines, FINCA resource requirements, assumptions, risks and mitigation measures.

g) Demonstrate end-to-end scenarios across modules, including staff loan reconciliation, payroll interface, performance and rewards; specify any POC requirements and charges.

h) Propose an implementation approach distinguishing essential go-live capabilities from subsequent functionality, including the rationale, dependencies, implementation resources, costs and timelines for each phase. The implementation sequence shall be agreed with FINCA during contract finalisation.

i) Define measurable acceptance criteria for critical business processes, including employee record migration, payroll integration and reconciliation, performance management, succession planning, reporting, security and user adoption.

j) Explicitly demonstrate and include in UAT: KPI cascading, appraisal approval, payroll reconciliation, succession reporting and management dashboards.

k) Commence implementation with a review and validation of the relevant HR business processes, including existing workflows, approval requirements, manual activities, control gaps and opportunities for simplification. The vendor shall work with FINCA's designated process owners to document the agreed future-state workflows before system configuration. Any proposed changes to approved policies, controls or delegated authorities shall require FINCA's approval.

l) FINCA Uganda shall remain responsible for the ownership, validation and approval of employee data to be migrated. The vendor shall provide migration tools, mapping, cleansing support, trial migrations, reconciliation reports and exception resolution support. The migration approach shall define responsibilities, historical data requirements, acceptance criteria and procedures for resolving incomplete or inconsistent employee records.

m) Prior to go-live, support FINCA Uganda in conducting a documented implementation readiness assessment covering approved processes and configurations, data migration and reconciliation, interface testing, information security, user acceptance testing, training, business continuity and outstanding critical issues. Production go-live shall be subject to formal approval by FINCA Uganda based on the agreed acceptance criteria and readiness assessment.

7.1 Project Governance and Responsibilities

FINCA Uganda shall retain responsibility for approving business requirements, process and policy decisions, system design, data validation, testing outcomes and final acceptance.

The vendor shall provide project management, technical expertise and implementation services, including maintaining an integrated implementation plan, risk and issue register, decision log and progress reports.

The project governance arrangements shall identify the respective responsibilities of HR, IT, Finance, Information Security, Compliance, Procurement and other relevant business owners.

8. Training and Knowledge Transfer

a) Role-based training for HR, managers, employees, Finance and IT administrators.

b) Provide user manuals, technical documentation, training materials and operating procedures.

c) Transfer knowledge for administration, workflow configuration, reporting and troubleshooting.

9. Support and Maintenance

a) Specify support hours, availability, local or regional support and escalation contacts.

b) Provide SLA response and resolution targets by severity; incident, problem and change-management procedures.

c) Describe maintenance windows, upgrades, patches, compatibility and release management.

d) State post-go-live support period, warranty, annual renewal terms and support exclusions.

e) Support agreed post-implementation reviews, including user adoption, system performance, data quality, unresolved defects, service turnaround times and the achievement of relevant implementation objectives. The review schedule and vendor responsibilities shall be agreed during contracting, with appropriate assessments following stabilisation and at subsequent agreed intervals. FINCA Uganda shall retain responsibility for monitoring and reporting on the overall business benefits realised from the HRIS investment.

10. Vendor Qualifications

a) Demonstrate proven HRIS implementation experience, preferably in regulated financial institutions in Uganda or East Africa.

b) Provide at least three relevant client references with scope, implementation dates and contact details.

c) Provide company registration, relevant authorizations or OEM partnership evidence where applicable, financial stability and product roadmap.

d) Provide project team structure, qualifications, relevant experience and local support arrangements.

11. Deliverables

a) Licensed or subscribed HRIS covering the agreed modules and configured workflows.

b) Approved solution design, completed integrations, migrated and reconciled data.

c) Testing evidence, UAT sign-off and resolved critical defects.

d) Training completion, administrator and user documentation, and operational handover.

e) Go-live, stabilization and ongoing support services in accordance with agreed SLAs.

f) Approved requirements traceability matrix, showing where each mandatory requirement was tested and accepted.

g) Documented implementation readiness assessment supporting FINCA's go-live approval.

h) Post-implementation review reports in accordance with the agreed review schedule.

12. Pricing and Commercial Proposal

All costs must be itemized in UGX and their USD equivalent. State the exchange rate (UGX per USD), its date and basis, and the contractual billing currency. Use a consistent exchange rate throughout the proposal. *Please note that the contract will be in UGX*

a) Separate one-time costs: licenses, implementation, configuration, integrations, migration, testing, training, infrastructure and professional services.

b) Separate recurring costs: subscriptions, hosting, support, maintenance, upgrades, licenses and third-party charges.

c) State pricing per employee, user, module or other unit, quantities, minimum commitments, billing frequency and growth-related charges.

d) Identify taxes (including VAT where applicable), travel, accommodation, reimbursables and any other anticipated expenses; show tax-exclusive and tax-inclusive totals.

e) Provide a year-by-year five-year TCO, with three-year subtotal, separating mandatory and optional costs and stating renewal escalation assumptions.

f) State payment milestones, offer validity, assumptions, exclusions and any dependencies or charges not included.

g) Provide separate pricing by implementation phase, module, integration and optional component.

12.1 Required pricing schedule

Bidders shall complete the schedule below for each implementation phase and provide a consolidated five-year pricing summary. Each required module, integration, service and optional component must appear as a separate line item. Annual recurring charges must be disclosed individually for Years 1–5, with three-year and five-year totals.

Phase / year	Cost item / module / integration	Qty / unit & frequency	UGX excl. tax	Tax (UGX)	UGX incl. tax	USD incl. tax
	Core HR & employee records					
	Recruitment & onboarding					
	Leave management					
	Performance management					
	Staff loans management					
	Training & development					
	Payroll interface / optional payroll engine					
	Reporting & analytics					
	Employee relations					
	Reward management					

	Talent management					
	Succession planning					
	Payroll integration					
	Core banking / staff loans integration					
	Biometric / attendance integration					
	Other interfaces (specify)					
	Implementation & configuration					
	Data migration & validation					
	Testing, UAT & go-live					
	Training & knowledge transfer					
	Hosting / infrastructure					
	Support & maintenance					
	Third-party licences / services					
	Other / optional components					
	PHASE SUBTOTAL (incl. tax)					
	YEAR 1 TOTAL (incl. tax)					
	YEAR 2 TOTAL (incl. tax)					
	YEAR 3 TOTAL (incl. tax)					
	YEAR 4 TOTAL (incl. tax)					
	YEAR 5 TOTAL (incl. tax)					
	THREE-YEAR TOTAL (incl. tax)					
	FIVE-YEAR TOTAL (incl. tax)					

Pricing instructions: *Identify each line as mandatory or optional and specify its phase and year. Show one-time charges in the implementation year and recurring charges separately for each of Years 1–5. Disclose tax rates, quantities, unit pricing, minimum commitments, escalation assumptions, FX rate (UGX/USD), rate date and basis, and UGX billing currency. Include all integrations, third-party dependencies and implementation phases; optional items must be separately subtotalled and excluded from mandatory base-scope totals unless otherwise stated. Attach additional schedules as necessary.*

13. Proposal Submission Requirements

a) Company profile, qualifications and at least three client references.

b) Technical proposal responding to each numbered requirement, with architecture, security, integrations and module coverage.

c) Implementation methodology, project plan, team composition, quality assurance and support model.

d) Separate financial proposal in accordance with Section 12. No pricing or commercial amounts shall appear in the technical proposal.

13.1 Technical compliance matrix

For every numbered requirement, provide the reference, compliance status (standard / configuration / customization / third-party / not supported), explanation, evidence or proposal page reference, dependencies and whether additional charges apply (without amounts in the technical bid). Clearly identify gaps and proposed alternatives.

13.2 Evaluation Criteria

a) Functional compliance and fit across all required modules.

b) Technical architecture, security, privacy and integration capability.

c) Implementation feasibility, migration, methodology and timelines.

d) Vendor experience, references, product maturity and support capability.

e) Total cost of ownership and commercial responsiveness.

FINCA shall evaluate proposals against an approved evaluation framework incorporating mandatory eligibility requirements, technical compliance, functional suitability, implementation capability, vendor experience, security, support arrangements and total cost of ownership.

The evaluation framework, including technical and financial weightings, the minimum technical qualification threshold and the treatment of material non-compliance, shall be approved in accordance with FINCA Uganda's procurement policy before proposals are opened and applied consistently to all bidders. Bids that fail mandatory eligibility or materially mandatory technical requirements may be rejected in accordance with the approved framework. Only technically qualified bids shall proceed to financial evaluation.

Shortlisted vendors may be required to demonstrate the FINCA Uganda business scenarios set out in Appendix A, using a common demonstration script and evaluation framework, and to provide client references. Demonstrations shall focus on practical functionality, workflow integration, configuration requirements, management reporting and ease of use. Vendors shall clearly distinguish standard functionality from capabilities requiring configuration, custom development or third-party components. Demonstration results shall form part of the technical evaluation in accordance with the approved framework.

14. Confidentiality

All information exchanged during this procurement shall be treated as confidential and used solely for preparing and evaluating the bid.

15. Reserved Rights

FINCA Uganda reserves the right to request clarifications, seek additional information, accept or reject any proposal, or discontinue the procurement in accordance with applicable internal policies and legal requirements.

16. Bid Submission Instructions

a) In support of FINCA Uganda's paperless procurement initiative, bidders may submit their proposals through either **fully electronic submission or a combination of electronic and physical submission**, subject to the following requirements:

b) **All technical proposals must be submitted electronically, without password protection**, regardless of the submission option selected.

c) Financial proposals may be submitted either electronically as password-protected PDF documents or physically in sealed envelopes deposited in the designated bid box.

d) Technical and financial proposals must be prepared and submitted as **separate documents**. No financial or pricing information shall be included in the technical proposal.

e) For electronically submitted financial proposals, the password must be communicated **exclusively to Winnie Nakaggwa** at Winnie.Nakaggwa@fincaug.org. Passwords must not be shared with the recipients of the bid documents.

16.1 Option 1 – Fully Electronic Submission

Bidders opting for fully electronic submission shall comply with the following requirements:

A) Technical Proposal

i. Submit the technical proposal as a PDF document **without password protection**, containing the complete technical response to the TOR and all relevant supporting documentation.
ii. Email the technical proposal to francis.turinawe@fincaug.org, copying viola.nakyagaba@fincaug.org.
iii. The email subject line and document filename shall be: **HRIS Technical Bid – [Vendor Name]**.

B) Financial Proposal

i. Submit the signed and detailed financial proposal as a **separate password-protected PDF document**, clearly indicating all costs, applicable taxes and other commercial terms.
ii. Email the encrypted financial proposal to francis.turinawe@fincaug.org, copying viola.nakyagaba@fincaug.org.
iii. The email subject line and document filename shall be: **HRIS Financial Bid – [Vendor Name]**.
iv. Send the password separately and exclusively to Winnie Nakaggwa at Winnie.Nakaggwa@fincaug.org, using the subject line: **Password for HRIS Financial Bid – [Vendor Name]**.

v. The password must not be included in the financial proposal submission email or shared with any other recipient.

16.2 Option 2 – Electronic Technical and Physical Financial Submission

Bidders opting for physical submission of their financial proposals shall comply with the following requirements:

16.2.1 Technical Proposal – Electronic Submission

a) Submit the technical proposal as a PDF document **without password protection**, containing the complete technical response to the TOR and all relevant supporting documentation.
b) Email the technical proposal to francis.turinawe@fincaug.org, copying viola.nakyagaba@fincaug.org.
c) The email subject line and document filename shall be: **HRIS Technical Bid – [Vendor Name]**.

16.2.2 Financial Proposal – Physical Submission

a) Submit the signed and itemized financial proposal, together with all relevant commercial supporting documents, in a securely sealed envelope clearly marked:
HRIS Financial Bid – [Vendor Name]

b) Deposit the sealed envelope in the designated bid box at:
FINCA Uganda Limited (MDI)
Head Office, Acacia Avenue
Kololo, Kampala, Uganda.

c) **Only financial proposals shall be submitted physically.** Technical proposals must be submitted electronically in accordance with Section 16.2.1. Printed technical proposals are neither required nor accepted.

16.3 General Submission Requirements

a) Bidders shall select either Option 1 or Option 2 and comply fully with the applicable submission requirements.

b) All financial proposals must provide a comprehensive and itemized breakdown of costs in **Ugandan Shillings (UGX), together with the United States Dollar (USD) equivalent**, clearly indicating the exchange rate applied.

c) Pricing must distinguish one-time implementation costs, licensing or subscription fees, integration, configuration, data migration, training, annual support and maintenance, applicable taxes and any other anticipated expenses.

d) Bidders must ensure that all submitted documents are complete, legible and accessible. **Only electronically submitted financial proposals require password protection.**

f) Bidders shall be responsible for ensuring that their submissions, including any required financial proposal passwords, are received before the stipulated deadline.

16.4 Submission Deadline

The deadline for receipt of both technical and financial proposals, irrespective of the submission option selected, is **Thursday, 10 December 2026, at 4:00 PM East African Time (EAT).**

Bidders are responsible for ensuring that all proposals and applicable passwords are received before the stipulated deadline. Late submissions shall not be considered.

a) Queries: submit by email **no later than 25 November 2026** to viola.nakyagaba@fincaug.org and francis.turinawe@fincaug.org . Subject: **Query – HRIS – [Vendor Name].**

b) FINCA will communicate bid feedback **by 28 December 2026.**

c) Confirm by email that both components have been submitted and, where applicable, the related passwords sent separately.

d) The TOR may also be accessed on the FINCA Uganda website: www.finca.ug , where published.

Appendix A – FINCA Uganda Demonstration Scenarios

Shortlisted vendors may be required to demonstrate the following end-to-end business scenarios under Section 13.2, using a common demonstration script and FINCA-specific test data. Each demonstration shall be scored using the approved evaluation framework.

Demonstration scenario	What FINCA should verify
Performance management	Cascading AOP objectives to individual KPIs, target approval, appraisal, rating and audit history
Recruitment	Vacancy approval, recruitment, onboarding and probation confirmation
Succession management	Critical-position identification, successor readiness and development tracking
HR management reporting	Branch-level staffing, turnover, retention, recruitment and productivity analysis
Payroll and employee records	Approved employee-data changes, payroll interface, exception handling and reconciliation
Employee self-service	Leave application, approval, balances, notifications and status tracking