REQUEST FOR PROPOSALS FOR SUPPLY, IMPLEMENTATION AND SUPPORT OF HUMAN RESOURCE MANAGEMENT SYSTEM

MGL/HRMS/01/2026

VENDOR'S NAME: ….…………………………………………………………………………..

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1 CORPORATE OVERVIEW

Madison Group Limited (the company) is a locally owned financial services holding company offering Life Assurance, General Insurance, and Investment Management Services through its three main subsidiaries: Madison Life Assurance Kenya Limited, Madison General Insurance Kenya Limited, and Madison Investment Managers Limited. The company has its Head Office at Madison House, Upper Hill Close, Nairobi, with 24 branches across the country.

2 INVITATION TO TENDER

Madison Group Limited invites qualified firms to tender for the supply, implementation, customization, integration, training and support of a comprehensive Human Resource Management System.

Bidders must demonstrate relevant experience, local support capacity, system scalability, data protection compliance, audit trails, role-based access, maker-checker controls, Single Sign-On, mobile access, and ability to customize workflows, reports, forms and approvals in line with Madison Group requirements.

3 TENDERING INSTRUCTIONS

3.1 Submission of Tender Documents

Completed tender documents indicating the name of the tender and the tender reference number without identifying the bidder's name by sending an email to the Procurement Office, procurement@madison.co.ke, not later than **Friday, 24th July 2026.**

Submission of bids shall be in two sealed envelopes clearly marked:
MGL/HRMS/01/2026 –Technical Original
MGL/HRMS/01/2026 – Financial Original

The bids should be addressed to:
The Group Procurement
Madison Group Limited,
Madison House, Upper Hill Close
P.O Box 41163-00100,
NAIROBI, KENYA.

Tel No: +254 20 2864000, +254 70 9922000

3.2 Clarifications

Prospective bidders can request clarifications by sending an email to the Procurement Office, procurement@madison.co.ke. The Procurement office will respond in writing to requests for clarification received not later than five (5) days before the deadline for the submission of tenders.

All correspondence related to the contract/proposal shall be made in English.

3.3 Additional Information

The Company reserves the right to request additional information from prospective bidders.

3.4 Withdrawal of Tender

The Company may at any time terminate this procurement process before the award of the contract and shall not be liable to any person for the termination.

3.5 Tender Currencies

Prices shall be quoted in KES / USD.

4 TECHNICAL PROPOSAL & EVALUATION

Bidders must provide adequate documentation to support the information required under the technical evaluation criteria. Incomplete tender submissions shall not be considered, and all documents forming part of the proposal must be completed in English.

The information submitted will be used by the Company, at its sole discretion, to assess the suitability and qualification of prospective bidders.

Bidders shall only be considered qualified where the Company is satisfied that they are duly authorized and possess the required capability, experience, qualified personnel, financial capacity and resources necessary to satisfactorily execute the project.

Points awarded for the evaluation of Full Technical Proposals are as follows:

Ref	Evaluation Criteria	Points
1.	**Mandatory Documents (10 Marks)** Bidders are required to submit the following mandatory documents as part of their tender proposal. Failure to submit any of the required documents may render the tender application non-responsive and may lead to disqualification. i. Certificate of Registration/Incorporation. ii. Valid and certified copy of Business permit/ relevant business licences iii. Current CR12 issued by the Registrar of Companies (Not older than 6 months) iv. Tax compliance certificate v. VAT & PIN Certificates vi. Filled Confidential Business Questionnaire Form vii. Duly filled, signed & stamped Sworn Statement viii. Current Partner Certification ix. Technical Submission Form x. Financial Submission Form	**10**
2.	**Firm Experience** i. Bidders are required to provide documentary evidence demonstrating a minimum of five (5) years' experience in successfully undertaking similar assignments in large and complex organizations, preferably within the Banking, Financial Services and Insurance (BFSI) sector.	**5**

	The evidence may include reference letters, completion certificates, contracts, purchase orders, or any other relevant documentation confirming the bidder's experience and capability. ii. Bidders must also clearly demonstrate their competence, willingness, technical capacity, resource availability and ability to deliver the required services within reasonable and agreed timelines. The Company shall assess the bidder's experience, past performance, sector relevance and overall capacity to execute the project successfully.	
3.	**Key Personnel** i. Provide current **CVs of 2 key staff members** who will be engaged in the assignment, highlighting their role in the Company, number of years of experience, and number of years with the company (4 marks) ii. Provide copies of relevant academic/professional certifications of the 2 key staff members above. (4 marks)	**4** **4**
4.	**Past/present Clients** (4 Marks) Bidders shall provide documentary evidence demonstrating a minimum of five (5) years' experience in undertaking similar assignments in large and complex organizations, preferably within the Banking, Financial Services and Insurance (BFSI) sector or other comparable corporate environments. Bidders shall further submit proof of successful engagement in similar projects undertaken within the last two (2) years. This should include at least four (4) client testimonials, reference letters, completion certificates, contracts, LSOs/LPOs, or other relevant documents indicating the client name, nature of assignment, project value, period of engagement and contact details for reference purposes. Each valid and verifiable reference shall be awarded two (2) marks.	**4**
5.	**Response to the Functional and Technical Requirements** (25 Marks) • Ability of the system to meet business and HR functional requirements as indicated in Section 7 • Technical architecture, security, integration, and infrastructure capabilities	**25**
6.	**Financial Capability** (9 Marks**)** Bidders shall provide evidence of financial capacity to successfully execute the project. This shall include audited financial statements for the last two (2) completed financial years. Where the 2025 audited financial statements are not yet available, bidders may submit the 2023 and 2024 audited financial statements together with the 2025 management accounts. The Company shall assess the bidder's financial stability, working capital position, profitability and overall ability to meet project obligations without risk of interruption.	**9**
7.	**Project Management Approach** (9 marks)	

	i. Provide a detailed methodology regarding the requirements including change management and training ii. Provide a detailed work plan indicating the timelines for the engagement.	**5** **4**
	TOTAL TECHNICAL SCORE	**70**
	FINANCIAL PROPOSAL	**30**
	TOTAL (FINANCIAL +TECHNICAL)	**100**

The minimum technical Score required to pass and qualify for the Financial Proposal Evaluation is ***50 Points***. The financial Proposal for bidders whose technical score is less than 50 points will be rejected.

5 TECHNICAL PROPOSAL SUBMISSION FORM

_______________ Date_________________

To: ______________________ [Name and address of Client]

Ladies/Gentlemen:

We, the undersigned, offer to supply, implement and support the Human Resource Management System in accordance with your Request for Proposal dated ______________________[Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, [and a Financial Proposal].

We understand you are not bound to accept any Proposal that you receive.

We remain,

Yours sincerely,

_______________________________ [Authorized Signature]:

________________________________ [Name and Title of Signatory]

___________________________________ [Name of Firm]

___________________________________[Address]

6 FINANCIAL PROPOSAL & EVALUATION

Financial Proposal Evaluation (Weightage 30%): The Evaluation Committee will determine whether the Financial Proposals are complete, i.e., whether the tenderer has included all components as per the tender document. If not, the Committee may reject the bid as non-responsive. Financial bids shall be compared for the complete scope of work as per the Price Proposal Schedule, inclusive of all taxes and duties.

Overall Ranking:

The combined result of the technical and financial proposals will determine the final, overall ranking. The method for obtaining the overall ranking will be as follows:

F = (C low / C) x 30

Combined Final Marks (CF) = F + T

Where C low = Lowest Price Proposal

C =Price of current bid in question

F =Financial Proposal

T =Technical Score of the specific Proposal in question

Summary of Costs:

Costs	**Amount (KES)**
Supply, Implementation and Support of Human Resource Management System for Madison Group Limited as per the terms of reference.	
Taxes	
Total Cost KES	

6.1 FINANCIAL PROPOSAL SUBMISSION FORM

________________ [Date]

To: ______________________________________

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[Name and address of Client]

Ladies/Gentlemen:

We, the undersigned, offer to provide Supply, Implementation and Support of Human Resource Management System for (_____________________________) in accordance with your Request for Proposal dated (__________________) [Date] and our Proposal.

Our attached Financial Proposal is for the sum of (____ _______) [Amount in words and figures] inclusive of the taxes.

We remain,

Yours sincerely,

_____________________________ [Authorized Signature]

_____________________ [Name and Title of Signatory]

_______________________ [Name of Firm]

______________________ [Address]

6.2 BUSINESS QUESTIONNAIRE

A. COMPANY INFORMATION

Company Name: ____

As per the certificate of incorporation

Trading Name: ____

If different from the company name

Date of incorporation: ____

Nature of Business: ____

Physical Location: ____

House: ______________________________ Street/Road: ______________________________

Postal Address: ______________________________ Post Code: ______________________________

City/Town: ____

KRA PIN: ______________________________Tax Compliance Status: ______________________________

No. of Staff: ____________ Permanent:____________ Casual/Temporary: ____________

Key Partnerships and certifications

(i)______________________________ (iv)______________________________

(ii)______________________________ (v)______________________________

(iii)______________________________ (iv)______________________________

B. PAST/PRESENT CLIENTS

1. Name of Client: ____

Sector: ____

Address: _______________________________Telephone: ________________

Name of Contact: _______________________ Position: __________________

Email address of contact: ___________________Value of Contract____________

Completed/Ongoing? _____________ Duration of engagement ______________

Key Successes:

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(Attach proof of engagement with client testimonials/references)

2. Name of Client: ____

Sector: ____

Address: _______________________________Telephone: ________________

Name of Contact: ______________________ Position: __________________

Email address of contact: ___________________Value of Contract____________

Completed/Ongoing? _____________ Duration of engagement ______________

Key Successes:

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(Attach proof of engagement with a client, testimonials/references)

3. Name of Client: ____

Sector: ____

Address: ______________________________Telephone: _______________

Name of Contact: _______________________ Position: _________________

Email address of contact: __________________Value of Contract___________

Completed/Ongoing? _____________ Duration of engagement ______________

Key Successes:

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(Attach proof of engagement with client testimonials/references)

4. Name of Client: ____

Sector: ____

Address: ______________________________Telephone: _______________

Name of Contact: _______________________ Position: _________________

Email address of contact: __________________Value of Contract___________

Completed/Ongoing? _____________ Duration of engagement ______________

Key Successes:

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(Attach proof of engagement with a client, testimonials/references)

6.3 SWORN STATEMENT (MANDATORY)

Having studied the information in the document for the above project we/I hereby state:

a. The information furnished in our application is accurate to the best of our knowledge.

b. That I/We understand that I/We shall be disqualified should the information submitted here for the purpose of seeking qualification be materially inaccurate or materially incomplete.

c. We enclose all the required documents and information required for the RFP evaluations.

Company Name ....

Represented by ....

Date ....

Signature ....

(Full name and designation of the person signing and stamp or seal)

7 TECHNICAL REQUIREMENTS

HUMAN RESOURCE MANAGEMENT SYSTEM REQUIREMENTS

Bidders are required to submit a comprehensive technical proposal demonstrating how their proposed Human Resource Management System will meet Madison Group Limited's HR, payroll, employee self-service, reporting, integration, security and compliance requirements.

The system should support key modules including recruitment, onboarding, employee lifecycle management, leave, time and attendance, loans, training, performance management, exit management, payroll, statutory reporting, audit trails, role-based access, maker-checker controls, Single Sign-On, mobile access and data protection compliance.

Bidders must indicate whether they are fully compliant, partially compliant, or not compliant with each requirement and provide supporting evidence where applicable.

Each requirement shall be scored as follows: Fully Compliant(FC) - 2 marks, Partially Compliant (PC) - 1 mark and Not Compliant (NC) - 0 marks. Bidders must tick and also provide comments and supporting evidence for their responses especially where partial compliance is indicated.

RECRUITMENT MODULE- 4 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Organization Structure	Ability for the systems to create different companies, must have intercompany correlation where need be (CEOs paid in different sub payroll while they are required to approve leave for				

	staff in a different payroll/subsidiary), New Role Creation by Admin.				
Staff Requisition	Ability for the Line Manager to initiate the staff requirement via the system.				
	Approved Form Template can be retrieved from the system.				
Job Description Management	Supervisor Can Craft JD in the system and download it if needed.				
Job Posting	Job Ads can be designed and can be posted to the website based on the JDs crafted.				
Candidate Application	Suitable candidates can fill their personal information and upload their CVs to the recruitment portal. (Can Database handle this?). Automatic email should be sent to interested candidates confirming receipt of their application				
Longlisting	System should use Applicant Tracking System to recognize/sift through candidates that closely match the qualifications, experience and skills of the Job Posted.				
Skill Assessment Tests	Recruiter can Customize Tests for Roles, if need be in the system.				
Shortlisting	Candidates are shortlisted for Interviews in the system. Automatic emails sent to candidates once shortlisted to invite them for interviews.				
Interview scoring systems	Ability to assign interviewers and scores using the system as well as ranking the candidates. The system should also have a comment section to capture the interviewer's remarks. Add technical questions as well.				
Offer	Ability for the system to autogenerate the appointment letter and print for signing.				
Interview score sheet and Appointment Letter	These forms should be customizable to match what is approved by the mgt				

EMPLOYEE ONBOARDING- 4 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Hiring	Successful Candidate's information filled in the recruitment module is transferred to the module to ensure minimal manual entry of				

Sub Module	Requirements	FC	PC	NC	Comments
	new staff. This information includes certificates uploaded into the recruitment module. This should be done by the recruiting HRBP.				
	New staff should be able to add key information e.g. dependent information and attach necessary documentation upon set up. This should have a 2-step verification to the HRBP				
	Ability for medical forms/personal details forms to be filled on the system. This should be downloaded as PDF.				
	Hiring in the system should be approved by the HR Manager for it to be active.				
Rehire and Extension of Contract	Ability to hire, an ex-employee without losing previous documentation.				
Preparation of New Staff to Join Group	Upon acceptance, auto generated emails are sent to inform new staff on the joining requirements and how to upload them into the system.				
Notifications	The system can share rejection emails to other candidates upon joining of the selected candidate on a click				
	On First day of joining, an email is sent to new staff welcoming them to the group.				
	Auto Notification email sent to all staff notifying them of the joining staff-in the respective subsidiary				
Confirmation	Confirmation dates auto generated and notification to HR and Supervisor on confirmation dates 2 weeks before.				
	Provision of extension of probation up to 12 months.				
	Automate Probation Review Process/Form.				
	Autogenerate Confirmation form and activate payroll deduction.				
	Activate the Provident /Deposit Administration Form and Last Expense Form.				
Updating of Staff Records	When need arises, staff can update any of the records including bank details. The same should also be approved by the HRBP before it is takes effect in the employee information module and the payroll module here necessary				

EMPLOYEE LIFE CYCLE- 4 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Promotion	Ability for the HRBP to update promotions in the system and autogenerate a letter for the same. The changes should also reflect on payroll as well.				
Interdepartmental Transfers	Ability for the HRBP to update interdepartmental transfer in the system and autogenerate a letter for the same. The details should also reflect on payroll as well.				
Location Transfer	Ability to initiate transfer in the system and autogenerate a letter for the same. The details should also update in the employee information as well.				
Salary Increment	Ability for the system to upload a letter template, upload review excel sheet and autogenerate salary increment letters and the same to reflect on payroll.				
Rehire	Ability of the system to rehire a former staff and retain a track of the previous data.				
Previous Life Cycle Movements	Ability to feed the system previous Life Cycle Movement to ensure every movement is up to date				
Change of Contract Terms	Ability of the system to transition a Fixed Term Staff to Permanent Staff without losing previous employment data.				

LEAVE MANAGEMENT- 4 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Leave Planning	Staff should be able to plan leave in the system. The same should be approved by supervisors				
Annual Leave	Staff entitled to 25 Leave days per annum. These days are earned monthly (at the end of the month)				
Carried Forward Leave Days	Staff can only carry forward 10 days at the end of the year. The remaining days as at 31st March should disappear.				
Exam Leave days	Make a provision for this. Make provision for exam timetable to be uploaded.				
Compassionate Leave	5 days provision				

Sick Leave	Make provision, Staff should apply sick leave and upload the sick sheet				
Leave Reporting	Should report on leave balances per leave category, per subsidiary, per department. Should include pending leave not approved.				
Leave Reporting	Leave Liability report per department, per subsidiary				
Leave Reporting	Leave Plan Report per department, per subsidiary				
Leave approval	Direct Supervisors should approve leave. Indirect supervisors may have visibility of applied and approved leave within the department. Email Notifications should be sent to the staff once the leave is approved, approver and assigned reliever once leave is applied.				

TIME AND ATTENDANCE MANAGEMENT- 3 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Attendance Management	System should integrate with attendance system and provide reports. The attendance report could also help in giving the physical location of the staff working in various areas				
Productivity Management	Quantify the productivity of the employees based on the weekly activities of the employee				

LOAN MANAGEMENT- 3 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Salary Advance	Staff able to apply salary advance in the system. GHRM approves it and request is automatically sent to finance and record updated on payroll. A form can be generated in PDF format. Staff to view loan balances. Advance deduction should automatically stop.				
Sacco Loan Statement	Staff able to view individual Sacco loan balances/Statements on this module.				
Bank Loan Statement	Staff able to view individual bank loan balances/Statements on this module				
HELB	Staff able to view individual HELB loan balances/Statements on this module.				

Others	Ability to create other loans options that may come along from time to time.				

TRAINING AND DEVELOPMENT-4 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Short Courses Enrolment	Staff are able to apply to attend a short course training in the system and attach relevant documentation for approval by HOD and HR				
	A notification to HOD and HR is sent once course is request. A notification to staff once approval is made				
	After the training, staff to write a training report and may not apply for another course if the report is not complete.				
Professional Courses Enrolment	Staff are able to enroll for a professional course in the system and attach relevant documentation for approval by HOD and HR				
	A notification to HOD and HR is sent once course is request. A notification to staff once approval is made				
Professional Course Tracking	System should prepare an amortization schedule and statement for staff				
Trainings Done Report.	System should generate Short Courses Taken per subsidiary per person				
	System should generate Professional Courses Taken per subsidiary per person				
Qualifications Summary	Ability to consolidate and store educational and professional qualifications from the recruitment module (sourced during recruitment)				
	Ability of the system to allow staff input their newly acquired certifications				

PERFORMANCE MANAGEMENT- 5 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Goal Setting	Ability for staff to set goals in the system using the group template and approval by the appraiser. Inbuilt KPI Management				
Performance Appraisal	Ability for staff to self-appraise, supervisor to appraise staff and have a consensus score.				

Check Ins	System should have a provision for a supervisor to update wins or critical incidences on the employee at a whim. This is including competence assessments.				
PIP Management	Provision to create a PIP tracking tool on the system.				
	The system should allow the company customize the appraisal tool depending on approvals from the Board				
Probation Review	Allow the supervisor track the performance of the new recruits, by either weekly reports or monthly reports to allow firm up on a decision				

EXIT MANAGEMENT- 3 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Resignation Acceptance	Upon resignation of staff, HR to key in notice date provided and letter autogenerates. The same can be downloaded on PDF format and sent to staff or sent to the staff's ESS.				
Staff Clearance	Ability for exiting staff to be cleared on the system by various touchpoints.				
Terminal Dues Computation	HR Team can be able to advise payroll on terminal dues computation by keying in various variables in the system. The same can be approved by HR Manager and forwarded to the payroll module.				
Certificate of Service	Autogenerate COS from the system and downloaded it for the exiting staff.				
Exit Data Management	System should provide drop down for various reasons for exit and exit date.				
Retirement	Retirement Date for every employee should automatically be set and notifications sent to HR when staff is almost to retire. At least 6 months prior to retirement date.				

EMPLOYEE SELF SERVICE – 3 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Employee Information	Ability to update employee information with approval from the respective HRBP				
Leave Management	Ability to apply various leave categories and supervisors to approve leave				

Payroll Reports	Ability for staff to view current pay slips and previous years pay slips.				
	Ability for staff to view current P9 reports and previous years pay slips.				

TECHNICAL USER REQUIREMENTS – 6 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Security and Compliance	The system should have audit trails				
	The system should support role-based access control				
	The system should have APIs that support integration to different systems as defined by Madison				
	Easy to customize to support our processes				
	Vendor support with local presence				
	Maintain employment history				
	Support Single Sign-On				
	Restrict access to sensitive employee and payroll information				
	Support maker-checker controls				
Other Requirements	Compliance with data protection regulations				
	The system should be user friendly and flexible				
	Scalability for future workforce growth				
	Vendor support with local presence				
	Have a chatbot for staff to enquire on HR Policies.				
	Ability to customize our forms on need basis				
	ESS Account on mobile app.				

PAYROLL – 7 MARKS

Sub Module	Requirements	FC	PC	NC	Comments
Employee Master Data Management	Maintain a centralized employee database				
	Maintain bank account details				
	Capture tax and statutory information				
	Maintain salary structure				

Sub Module	Requirements	FC	PC	NC	Comments
Payroll Processing	The system should support end-to-end automated payroll process				
	Support multiple payroll groups				
	Process payroll for permanent and contract employees				
	Automatically calculate the gross pay and net pay after deductions				
	Process salary increments, adjustments and arrears				
	Support payroll simulations before final processing				
	Allow payroll reversals and re-processing with approval				
	Generate payroll summaries and variance reports				
	The system should support management of both statutory deductions and voluntary deductions				
Payroll Processing	Ability to stop pay at the end of contract date				
	Ability to prorate pay to join date and last date				
	Ability to automatically pick relevant statutory deductions for new staff.				
	Ability to created unlimited transaction types based on business requirement and set the transactions to correct tax treatment.				
	Ability to load payroll inputs documents for the month by HR for view by payroll preparer.				
Leave Integration	Ability to provide a leave liability schedule at any given time with leave movement BF utilized balance and value by salary.				
	The system should integrate with leave management module; support leave encashment				
Advance Management	The system should be able to process salary advances				
	Ability to manage loan deductions, input balances, monthly payments, commencement and end date.				
	Automatically deduct repayments				
	Generate various loan statements				
Bank Payment Processing	Generate bank payment files				
	Support multiple banks				

Sub Module	Requirements	FC	PC	NC	Comments
	Reconcile payment confirmations				
General Ledger Integration	Integration with Finance systems				
	Generate payroll journals and accrual journals				
	Post payroll costs to the cost centres				
Reports	Payroll Summary Report Ability to produce payroll sign off documents with relevant fields and sign off.				
	Ability to generate report per deduction transaction type with sign off section of preparer and approver.				
	Earnings Reports				
	Budget vs Actual Payroll Reports				
	Custom NSSF Reports as provided by NSSF ready to upload				
	Custom PAYE Tax Report ready to upload - P10				
	Custom HELB deduction report as per				
	Custom SHA Report as provided by SHA ready to upload				
	Ability to generate statutory reports in the return upload format				
	Ability to generate a report of movement of gross pay to net pay for all staff.				
	P9 Forms				
	Payslip with loan balances				