REQUEST FOR PROPOSAL (RFP)
PROVISION, IMPLEMENTATION, INTEGRATION, DATA MIGRATION, TRAINING, AND SUPPORT OF A MULTI-COUNTRY PAYROLL MANAGEMENT SYSTEM

Reference No.:	CWS/AFR/HRIS/001/FY27
Issue Date:	6 November 2026
Closing Date:	20th November 2026
Issued By:	Church World Service (CWS) Africa
Tender No.	CWS/KE/NBO/003/FY27
Description (Title)	Provision, Implementation, Integration, Data Migration, Training, and Support of a Multi-Country Payroll Management System
Pre-Tender Supplier Briefing	[Date, time and venue/link to be confirmed by CWS]
Last Day for Questions:	16 November 2026
Questions shall be answered by: Note: All questions received shall be consolidated and responses shall be posted on this Coupa link below	17th- 18th November 2026
Tender Documents available on this link	
Tender Evaluation Dates	[Dates to be confirmed by CWS]
Tender Award	[Date to be confirmed by CWS]

1. INTRODUCTION

Church World Service (CWS) is a faith-based organization transforming communities around the globe through sustainable solutions to hunger, poverty, displacement, and disaster.

CWS Africa operates across multiple countries and seeks to implement a modern Payroll Management System capable of supporting multi-country payroll operations, statutory compliance, employee self-service, reporting, workflow approvals, auditability, and integration with existing enterprise systems.
This Request for Proposal (RFP) invites qualified vendors to submit proposals for the supply, implementation, configuration, migration, integration, training, support, and maintenance of a cloud-based Payroll Management System.

2. ORGANIZATIONAL BACKGROUND

CWS supports humanitarian and development programming throughout Africa. The organization employs personnel in multiple jurisdictions and requires a unified payroll platform that will:

- Enhance payroll efficiency and accuracy.
- Improve statutory compliance.
- Strengthen internal controls.
- Support organizational growth.
- Improve employee experience through self-service functionality.
- Provide robust reporting and analytics capabilities.

3. OBJECTIVE OF THE RFP

The overall objective is to procure and implement a secure, scalable, and fully supported payroll system that can:

- Process payroll across multiple African countries.
- Support country-specific tax and labor laws.
- Automate payroll calculations.
- Integrate with HR and Finance systems.
- Provide comprehensive reporting.
- Maintain strong security and audit controls.

- Deliver employee and manager self-service capabilities.

4. CONTRACT TERM

The contract will be awarded for:

- Initial Implementation Period: 6-12 months
- Support and Maintenance Period: Five (5) years, renewable subject to satisfactory performance.

5. SCOPE OF WORK

The successful bidder shall provide all software, services, resources, expertise, licenses, implementation support, and ongoing maintenance necessary to deliver a complete payroll solution.

5.1 Project Initiation

Vendor shall:

- Conduct project kick-off meetings.
- Develop a detailed implementation plan.
- Establish governance structures.
- Define implementation milestones.
- Identify project risks and mitigation measures.

5.2 Business Process Assessment

Vendor shall:

- Review existing payroll processes.
- Document requirements.
- Conduct process mapping workshops.
- Recommend best practices.
- Configure workflows and approval hierarchies.

5.3 System Configuration

The solution shall support:

Organizational Structure

- Business Units
- Departments
- Projects
- Cost Centers
- Locations
- Funding Sources
- Programs

Employee Information

- Personal Information
- Employment History
- Contract Information
- Compensation Details
- Benefits Administration
- Leave Information
- Banking Information

5.4 Payroll Processing Requirements

The solution shall support:

Core Payroll

- Monthly payroll processing

- Bi-weekly payroll processing
- Weekly payroll processing
- Off-cycle payrolls
- Multiple payroll groups
- Multiple currencies
- Multiple legal entities

Payroll Components

- Basic salary
- Housing allowance
- Transport allowance
- Hardship allowance
- Overtime
- Acting allowance
- Bonuses
- Incentives
- Deductions
- Pension contributions
- Medical contributions
- Loan deductions
- Tax calculations
- Garnishments

Advanced Processing

- Retroactive calculations
- Back-pay computations
- Termination calculations
- Final dues calculations
- Leave encashment
- Separation benefits
- Payroll simulations
- Payroll adjustments

5.5 Country Statutory Compliance

The solution shall support statutory requirements for:

- Kenya
- Uganda
- Tanzania
- Rwanda
- Burundi
- Democratic Republic of Congo
- South Africa
- Any future countries where CWS operates

The solution shall support:

- Payroll taxes
- Pension deductions
- National Health contributions
- Social Security contributions
- Mandatory levies
- Statutory reporting

- Legislative updates

Vendor shall commit to maintaining statutory compliance updates throughout the contract period.

5.6 Employee Self-Service (ESS)

Employees shall be able to:

- View payslips
- Download payslips
- Access tax certificates
- View payroll history
- Update personal information (subject to approval workflow)
- Submit payroll queries
- Update bank details (subject to approval workflow)
- Access employment documents

5.7 Manager Self-Service (MSS)

Managers shall be able to:

- View team payroll information
- Approve payroll transactions
- Approve salary adjustments
- Run management reports
- Review payroll dashboards

5.8 Reporting and Analytics

The system shall provide:

Standard Reports

- Payroll Register
- Payroll Summary
- Net Pay Reports
- Earnings Reports
- Deductions Reports
- Cost Center Reports
- GL Posting Reports
- Variance Reports
- Audit Reports

Statutory Reports

- Tax Returns
- Pension Reports
- Social Security Reports
- Health Insurance Reports

Management Reports

- Payroll Trends
- Headcount Analysis
- Labour Cost Analysis
- Country Dashboards
- Departmental Cost Reports

Reports must support:

- Excel Export
- PDF Export
- Scheduled Reports

- Automated Distribution

5.9 Integrations
The solution shall support integration with:

Human Resources Systems
- UKG Pro
- UKG Ready
- Other HRIS platforms

ERP and Finance Systems
- Microsoft Dynamics 365
- Oracle
- SAP

Identity Management
- Microsoft Entra ID (formerly Azure Active Directory)
- Single Sign-On (SSO)

Banking Systems
- Electronic bank files
- Direct salary payments
- Secure banking interfaces

5.10 Data Migration
Vendor shall:
- Analyze existing payroll data.
- Develop migration strategy.
- Cleanse data.
- Migrate historical records.
- Validate migrated information.
- Support reconciliations.

Historical data migration requirement:
- Minimum five (5) years of payroll history.

5.11 Security Requirements
The solution shall have:

- Role-based access controls
- Encryption at rest
- Encryption in transit
- Multi-factor authentication
- Audit logs
- User activity monitoring
- Security incident management
- Password policies
- Disaster recovery capability

5.12 Business Continuity
Vendor shall provide:
- Business Continuity Plan
- Disaster Recovery Plan
- Backup Procedures

- Recovery Testing Results
- Uptime Commitments

Minimum system uptime requirement:
99.5%

5.13 Training

Vendor shall provide:

Administrator Training

- System configuration
- Security administration
- Reporting

Payroll User Training

- Payroll processing
- Compliance reporting
- Controls

End User Training

- ESS functionality
- MSS functionality

Training materials shall be provided electronically.

5.14 Post-Implementation Support

Vendor shall provide:

Helpdesk Services

- Email support
- Phone support
- Online ticketing

Service Levels

Severity Level	Response Time
Critical	1 Hour
High	4 Hours
Medium	8 Hours
Low	24 Hours

6. MANDATORY ELIGIBILITY REQUIREMENTS

Bidders must submit proof of:

1. Professional Indemnity Insurance.
2. Cyber Liability Insurance.
3. Business Continuity Plan.
4. Information Security Policy.
5. Data Protection Policy.
6. ISO 27001 Certification or equivalent.
7. Three payroll implementation references.
8. Evidence of at least five years payroll system implementation experience.
9. Evidence of minimum three multi-country payroll deployments.

Failure to submit any mandatory document may lead to disqualification.

7. ADDITIONAL DUE DILIGENCE REQUIREMENTS

The following policies shall be submitted:

- Child Protection Policy
- PSEA Policy
- Anti-Slavery Policy
- Anti-Human Trafficking Policy
- Anti-Bribery and Corruption Policy
- Code of Conduct
- Whistleblower Policy
- Environmental Policy
- Sanctions Compliance Declaration

8. EVALUATION CRITERIA

Stage 1 – Mandatory Requirements

Pass/Fail

Only bidders meeting mandatory requirements proceed to technical evaluation.

Stage 2 – Technical Evaluation (70 Marks)

Evaluation Criterion	Marks	Evaluation Parameters	Means of Verification
1. Vendor Experience & References	**15**	a) Years of experience implementing payroll systems (5 Marks)	Company profile; Certificate of Incorporation; Client reference letters; Signed contracts/Purchase Orders; Completion certificates; Reference checks
		b) Multi-country payroll implementations in Africa (5 Marks)	
		c) Relevant NGO/INGO or multinational client references (5 Marks)	
2. Functional Capability	**15**	a) Core payroll processing functionality (5 Marks)	Functional requirements response matrix; System demonstration; Product brochures; User manuals; Screenshots; Sandbox access (if available)
		b) Employee & Manager Self-Service capabilities (3 Marks)	
		c) Reporting & analytics functionality (3 Marks)	
		d) Workflow automation and approvals (2 Marks)	
		e) Payroll audit trail and controls (2 Marks)	
3. Multi-Country Compliance Capability	**10**	a) Support for statutory payroll compliance across CWS operating countries (6 Marks)	Compliance matrix; Sample statutory reports; Evidence of deployed countries; Product documentation; Client references
		b) Legislative update management process (2 Marks)	
		c) Country-specific reporting and tax submissions (2 Marks)	
4. Integration Capability	**10**	a) Integration with HR systems (UKG, HRIS platforms) (3 Marks)	Technical architecture documentation; API specifications; Integration case studies; Client references; Demonstration
		b) Integration with ERP/Finance systems (Dynamics 365, Oracle, SAP) (3 Marks)	
		c) Banking integrations and payment file generation (2 Marks)	
		d) API availability and integration architecture (2 Marks)	
	8	a) Information Security Management Framework (2 Marks)	ISO Certificates; Security policies; Data protection

5. Information Security & Data Protection		b) ISO 27001 or equivalent certification (2 Marks) c) Role-based access, MFA, encryption and audit logging (2 Marks) d) Data protection, business continuity and disaster recovery arrangements (2 Marks)	policies; Penetration test summaries; Business Continuity Plan; Disaster Recovery Plan
6. Implementation Methodology	**6**	a) Project governance approach (2 Marks) b) Implementation of work plan and timelines (2 Marks) c) Data migration and testing methodology (2 Marks)	Detailed implementation proposal; Workplan; Risk register; Sample project deliverables; Data migration strategy
7. Training & Change Management	**3**	a) Training approach for administrators, payroll users and employees (2 Marks) b) User adoption and change management strategy (1 Mark)	Training curriculum; Sample training materials; Change management plan
8. Support Model & SLA	**3**	a) Support structure and helpdesk availability (1 Mark) b) Service Level Agreements and escalation procedures (1 Mark) c) Local/regional support presence and support resources (1 Mark)	SLA document; Support model; Escalation matrix; Organizational structure; Support team profiles
TOTAL	**70**		

Minimum Technical Score: **49 Marks (70%)**

Stage 3 – Financial Evaluation (30 Marks)
Financial score shall be calculated as follows:
Lowest Evaluated Price ÷ Bidder Price × 30
Bidder Price is the bidder's total five-year price as stated in Annex 3 (Price Schedule). Lowest Evaluated Price is the lowest such total among bidders that meet the minimum technical score.

Final Combined Score

Component	Weight
Technical	70%
Financial	30%
Total	100%

Award shall be made to the highest-scoring responsive bidder.

9. KEY PERFORMANCE INDICATORS (KPIs)
Payroll Operations

KPI	Target
Payroll Accuracy	≥99.9%
Statutory Compliance Accuracy	100%
System Availability	≥99.5%
Critical Incident Resolution	≤4 Hours
User Satisfaction	≥90%

Implementation

KPI	Target
Data Migration Accuracy	≥99.5%
UAT Success Rate	≥95%
On-time Go-Live	100%
Training Completion	≥95%

10. PROPOSAL SUBMISSION REQUIREMENTS

The proposal shall consist of:

Section A – Administrative Proposal

- Mandatory requirements (Section 6)
- Additional due diligence policies (Section 7)
- Corporate information
- Certifications
- Conflict of Interest Declaration (Annex 6)
- Supplier Code of Conduct Acknowledgement (Annex 8)

Section B – Technical Proposal

- Proposed solution
- Functional response (Annex 2: Functional Requirements Response Matrix)
- Technical architecture
- Security controls (Annex 5: Information Security Questionnaire)
- Implementation methodology
- Work plan (Annex 4: Implementation Plan Template)
- Training approach
- Support approach
- References (Annex 1: Client References)

Section C – Financial Proposal

Bidders shall complete the Price Schedule in Annex 3, covering the following cost elements for each of Years 1 to 5:

- Software Licenses
- Employee Self-Service
- Payroll Processing
- Implementation
- Data Migration
- Integration
- Training
- Support & Maintenance
- Legislative Updates
- Other Costs

ANNEX 1: CLIENT REFERENCES

Provide at least three references including:

- Client name
- Country
- Contact person
- Email address
- Project scope
- Number of employees supported
- Go-live date

ANNEX 2: FUNCTIONAL REQUIREMENTS RESPONSE MATRIX

For each requirement indicate:

- Fully Available
- Available through Configuration
- Available through Customization
- Not Available

ANNEX 3: PRICE SCHEDULE

Cost Element	Year 1	Year 2	Year 3	Year 4	Year 5
Software Licenses					
Employee Self-Service					
Payroll Processing					
Implementation					
Data Migration					
Integration					
Training					
Support & Maintenance					
Legislative Updates					
Other Costs					
TOTAL					

ANNEX 4: IMPLEMENTATION PLAN TEMPLATE

Bidder shall provide:

- Project schedule
- Resource plan
- Risk register
- Milestones
- Deliverables
- Governance structure

ANNEX 5: INFORMATION SECURITY QUESTIONNAIRE

Include responses regarding:

- ISO Certification
- Penetration testing
- Encryption standards

- Identity management
- MFA
- Data retention
- Vulnerability management
- Incident management
- Disaster recovery

ANNEX 6: CONFLICT OF INTEREST DECLARATION

All bidders shall disclose any actual, potential, or perceived conflict of interest with CWS, its staff, directors, affiliates, or related entities.

ANNEX 7: NON-DISCLOSURE AGREEMENT

The successful bidder shall execute CWS's standard NDA before commencement of implementation activities.

ANNEX 8: SUPPLIER CODE OF CONDUCT ACKNOWLEDGEMENT

The bidder shall acknowledge compliance with all CWS Supplier Code of Conduct requirements including:

- Human Rights
- Child Protection
- Anti-Corruption
- Environmental Standards
- Labor Practices
- PSEA Compliance