REQUEST FOR PROPOSAL (RFP)
Recruitment and Outsourced Staffing Services: Engagement of an HR Firm

RFP Number: 010/TCPA/2026

Date: November 13, 2026

From	To
The Commons Project Foundation – Africa (TCP-AFRICA)	**Prospective Offerors**

Special Instructions	
• All proposals must be submitted on company letterhead, must include the Offeror's legal address and must be stamped. • Proposal validity must be at least 60 calendar days. • This RFP is open to legally registered HR firms in Rwanda (**individual consultants are not eligible**). • Each bidder must hold valid RDB registration, a current RRA tax clearance certificate and RSSB registration as an employer, and must be registered with NCSA as a data controller/processor under Law nº 058/2021 (or commit to register before contract signing). • The technical and financial proposals must be submitted as separate documents.	• Program Overview: Background, Purpose, Guiding Principles • Scope of Services: Recruitment, Option 1 Hand-over, Option 2 Hiring and HR Administration, Data Protection, Advisory and Reporting, Deliverables, Duration and Payment • Operational Framework: Qualifications, Coordination, Data Protection, Evaluation and Submission

Proposals Submission Date:	Questions/clarifications deadline:	Submit Proposals to:
No later than **November 20, 2026, at 5pm CAT.**	**November 18, 2026**, at 5pm CAT.	Email:procurement@thecommonsproject.org

Assignment: Recruitment and Outsourced Staffing Services for TCP Africa
Implementing Organization: The Commons Project Foundation, Africa (TCP Africa)
Location: Kigali, Rwanda (positions at TCP Africa and at partner institutions)
Duration: Twelve (12) months from contract signing, renewable subject to satisfactory performance and TCP Africa's procurement procedures
Reporting to: Director of Administration and Finance, TCP Africa

1. Context

The Commons Project Foundation, Africa (TCP Africa) is a foundation registered in Rwanda under Law nº 059/2021 of 14/10/2021 governing foundations, with its office in Kigali. TCP Africa designs and implements digital health, digital inclusion and youth employment programs, working with governments, foundations and ecosystem stakeholders across Africa.

As its work grows, TCP Africa needs a reliable and compliant way to fill positions across its programs and core functions. Some positions sit on TCP Africa's staff structure; others are needed outside it, including personnel assigned to work with partner institutions.

All services under this RFP must comply with the TCP Africa Human Resource Management Policies and Procedures Manual (the "HR Manual") where it applies; Law nº 66/2018 of 30/08/2018 regulating labour in Rwanda, as amended by Law nº 049/2024 of 04/06/2024, and its implementing Ministerial Orders; and Law nº 058/2021 of 13/10/2021 relating to the protection of personal data and privacy (the "DPP Law").

2. Purpose of the Assignment

TCP Africa (the "Contracting Authority") invites proposals from qualified HR firms to provide recruitment and outsourced staffing services under two options. The Contracting Authority will choose the option for each position:

- **Option 1: Recruitment support.** the firm manages recruitment up to the selection of the successful candidate. TCP Africa then issues the employment contract and manages the employee internally under its HR Manual.
- **Option 2: Recruitment and hiring on behalf of TCP Africa.** the firm recruits the candidate and employs them as a consultant, part-time or full-time staff member, acting as the legal employer, and bills TCP Africa for this service.

Bidders must propose for both options. A position may be moved from one option to the other only on the Contracting Authority's written instruction. The objectives of the engagement are to run fair, transparent and timely recruitment; for Option 2 positions, to manage contracts, payroll, statutory obligations and HR administration in full compliance with Rwandan law; to ensure Option 2 personnel follow TCP Africa's conduct, safeguarding, confidentiality and data protection standards; to advise TCP Africa on labour law compliance and HR risks; and to provide timely reporting and documentation for management and audits.

3. Guiding Principles (Both Options)

- **Fairness and transparency:** recruitment is run in line with the HR Manual, against criteria published in the advertisement, with a documented screening matrix and a ranking report recording the reasons for selection.
- **Equal opportunity and integrity:** TCP Africa's equal opportunity and conflict-of-interest rules apply throughout; candidates declare personal relationships, and no fee is charged to candidates.
- **Legal compliance:** Option 2 contracts must be on terms no less favourable than Rwandan labour law, and all statutory contributions must be deducted and remitted on time.
- **Conduct and safeguarding:** the firm's staff on this engagement and all Option 2 personnel follow TCP Africa's Code of Conduct, Conflict of Interest, Anti-Bribery and Corruption, and Safeguarding policies.
- **Data protection by design:** see Section 9 below.
- **Audit readiness:** records are complete and kept ready for TCP Africa management and its auditors.

4. Scope of Services

For each position, the Contracting Authority will send the firm a written request stating the option (1 or 2), the job description approved by the Executive Secretary, the duty station and the duration.

Task 1: Recruitment (Options 1 and 2)

- Place job advertisements based on the approved job description, stating the minimum qualifications, duty station and application deadline.
- Receive and log all applications, screen them against the published criteria, and give the recruitment panel appointed by the Executive Secretary both the long and short lists with a documented screening matrix.
- Act as secretariat to the recruitment panel: schedule and administer written, oral and/or practical tests, compile scores, and prepare a ranking report recording the reasons for selection.
- Conduct at least three reference checks for the preferred candidate, including the most recent employer, before an offer is made, plus background checks proportionate to the role.
- Support headhunting for senior positions when requested by the Executive Secretary.
- Apply TCP Africa's equal opportunity and conflict-of-interest rules throughout, collect candidates' declarations of personal relationships, and charge no fee to candidates.

Task 2: Option 1, Hand-over to TCP Africa

- Hand over the selected candidate's file (application, CV, certificates, test results, ranking report and reference checks) for the personnel file TCP Africa keeps under the HR Manual.
- Where requested, draft the appointment letter for signature by the Executive Secretary, stating the date by which the offer must be accepted, and approach the next-ranked qualified candidate if the offer is declined.
- TCP Africa issues the employment contract and manages the employee internally; the firm has no further role unless TCP Africa requests it.
- If the candidate leaves or does not complete probation within three (3) months of starting, re-run the recruitment at no additional fee.

Task 3: Option 2, Hiring and HR Administration on Behalf of TCP Africa

- Issue the selected candidate an employment contract with the firm as employer, reflecting the duration, remuneration and duty station agreed in writing with TCP Africa, on terms no less favourable than Rwandan labour law. Share the contract template with TCP Africa for review before first use.
- Pay salaries on time each month, or as agreed for consultant roles; deduct and remit statutory contributions required by Rwandan law; and provide payslips.
- Manage onboarding, probation, leave, personnel files, performance records and separations as employer, taking input from TCP Africa (and the host institution, where applicable) on day-to-day performance.
- Handle discipline, grievances and terminations as employer, following due process under Rwandan law and consulting TCP Africa before taking action. TCP Africa may ask the firm to replace personnel whose performance or conduct is unsatisfactory.
- Where personnel are assigned to a partner institution, put in place a written assignment arrangement between TCP Africa, the firm and the host institution covering supervision of daily work, working hours, leave approval and reporting.
- Align each employment contract's duration and notice provisions with the assignment requested by TCP Africa. The firm carries all employer obligations and liabilities, except costs TCP Africa has agreed in writing to reimburse.
- Invoice TCP Africa for the service and keep supporting documentation (payroll summary and proof of statutory remittances) available to TCP Africa and its auditors on request.

Task 4: Conduct, Data Protection and Confidentiality (Options 1 and 2)

- Process candidate and personnel data only on TCP Africa's documented instructions, in line with the DPP Law and the HR Manual, under a data processing and confidentiality agreement signed with TCP Africa.

- Notify TCP Africa's designated Data Protection Officer of any personal data breach without delay and within 24 hours at most, so that TCP Africa can meet its 48-hour reporting duty to the National Cyber Security Authority (NCSA).
- Ensure that the firm's staff on this engagement and all Option 2 personnel follow TCP Africa's Code of Conduct, Conflict of Interest, Anti-Bribery and Corruption, and Safeguarding policies, and write these obligations into Option 2 employment contracts.

Task 5: HR Advisory and Reporting

- Advise TCP Africa on changes to Rwandan labour, tax, social security and data protection law, and on HR risks relevant to these services.
- Submit a monthly status report covering open recruitments by stage and, for Option 2, headcount, contract end dates, probation and leave status, separations and any issues.
- Provide ad hoc reports as requested by TCP Africa management, including information needed for audits.

5. Key Deliverables, Duration and Payment

The firm will deliver the following. Timelines for specific recruitments will be agreed in writing between the firm and the Director of Administration and Finance at the start of each assignment.

No.	Deliverable	Due date	Applies to
D1	Inception meeting	Within 2 working days of contract signing	Both options
D2	Inception report: workplan, recruitment templates aligned with the HR Manual, Option 2 employment contract template and invoicing format	Within 10 working days of contract signing	Both options
D3	Job advertisement for each requested position	Within 2 working days of TCP Africa's written request	Both options
D4	Long and short lists and screening matrix per position	Within 5 working days of advertisement close	Both options
D5	Ranking report and reference checks per position	Within 2 working days of final interviews	Both options
D6	Signed employment contract for each hire	Before the start date	Option 2
D7	Monthly status report and invoice	5th working day of each month	Both options

No.	Deliverable	Due date	Applies to
D8	Annual compliance review of Option 2 personnel files, payroll and statutory remittances	Once per year	Option 2

The engagement will run for an initial period of twelve (12) months from contract signing, renewable subject to satisfactory performance and TCP Africa's procurement procedures. Fees are paid as proposed in the accepted financial proposal (the Option 1 fee per recruitment, and the Option 2 recruitment fee and monthly management fee), against monthly invoices accompanied by the status report and, for Option 2, the payroll summary and proof of statutory remittances. Payments are subject to applicable Rwandan taxes and withholding.

6. Required Qualifications and Experience

Bidding firm

- Registered as a business entity in Rwanda, with valid business registration, a current tax clearance certificate and registration with RSSB as an employer.
- Minimum of five (5) years of experience providing HR and recruitment services, preferably within international development, NGO or donor-funded environments.
- At least three (3) years of proven experience employing and managing personnel on behalf of clients, including payroll and statutory compliance.
- Working knowledge of Rwandan labour law (Law nº 66/2018 as amended by Law nº 049/2024), RSSB and RRA requirements, and the DPP Law.
- Track record of handling multi-role recruitment exercises, and familiarity with the HR and audit requirements of donor-funded organizations.
- Capacity to maintain confidential HR records and produce structured HR reports.
- At least two references from comparable assignments completed in the past three years.

Proposed key personnel

- A lead HR consultant with a relevant degree, at least five (5) years of HR practice in Rwanda and, preferably, a recognized HR professional certification.
- Supporting staff for recruitment, payroll and HR administration sufficient to run several recruitments in parallel.

Firms with experience supporting foundations or non-profit organizations, particularly in digital health, digital inclusion or public health, will be viewed favourably.

7. Management & Coordination

The selected firm will be contracted by TCP Africa and report to the Director of Administration and Finance, who will act as TCP Africa's contract manager. Approvals that the HR Manual reserves to the Executive Secretary, including approval of job descriptions and appointment of recruitment panels, remain with the Executive Secretary. For personnel assigned to partner institutions, the firm will coordinate with the host institution under the written assignment arrangement described in Task 3.

8. Data Protection and Confidentiality

- For the purposes of the DPP Law the firm acts as a data processor. It must hold a valid NCSA registration as a data controller or processor (or register before contract signing) and execute TCP Africa's data processing and confidentiality agreement before any personal data is shared.
- Candidate and personnel data may be processed only on TCP Africa's documented instructions and kept secure in line with the DPP Law and the HR Manual. Personal data breaches must be reported to TCP Africa's Data Protection Officer within 24 hours at most.
- Personnel files, payroll records and proof of statutory remittances must be kept complete and made available to TCP Africa and its auditors on request.

9. Evaluation Criteria

Only proposals that meet all eligibility requirements in Section 6 will be scored. Proposals will be evaluated using the criteria below.

Criterion	**Points**
Technical approach and understanding of both service options, including Rwandan labour and data protection law	25
Relevant experience in recruitment and in employing personnel on behalf of clients	25
Team qualifications and capacity	20
References and past client feedback	10
Total technical score	**80**
Financial proposal (value for money)	20
Total	**100**

Financial proposals will be considered only for firms scoring at least 70% of the available technical points (56 out of 80). Selection will follow TCP Africa's procurement procedures, and TCP Africa reserves the right to negotiate with the highest-scoring firm or to request presentations before making a final selection.

10. Submission of Proposal

Interested firms are invited to submit electronically, in English and in PDF format, the following:

- **Cover letter:** no more than one page, confirming interest and eligibility.
- **Technical proposal:** no more than eight pages, describing the firm's approach to Options 1 and 2, the proposed team and relevant experience.
- **Financial proposal:** in Rwandan Francs (RWF), in a separate document, showing (a) the Option 1 fee per recruitment; (b) the Option 2 recruitment fee and monthly management fee, as a percentage of gross salary or a fixed amount per person; (c) VAT shown separately; (d) any other costs; and (e) proposed invoicing and payment terms, including whether the firm can pay salaries before receiving TCP Africa's payment.
- **Firm profile and administrative documents:** year of establishment, ownership, RDB registration certificate, valid RRA tax clearance certificate and proof of RSSB registration.
- **References:** at least two reference letters or contact details of clients from comparable assignments completed within the past three years.
- **CVs of key personnel:** CVs of the lead HR consultant and other personnel who would be assigned to this engagement.
- **Data protection:** evidence of registration with NCSA as a data controller or processor (or a commitment to register before contract signing), and a short description of how personnel data will be kept secure.

Proposals must be sent to **procurement@thecommonsproject.org** no later than **November 20, 2026 at 5pm CAT**, with the subject line **"Proposal – TCP Africa HR Services Firm"**. Questions and requests for clarification should be sent to the same address by **November 18, 2026 at 5pm CAT**. TCP Africa will acknowledge receipt within two working days. Only shortlisted firms will be contacted.

Equal Opportunity Employer

TCP Africa is an equal opportunity employer. We value a workplace that is diverse in terms of gender, race, class, age, geographic origin, sexual orientation, and other differences that enrich our society. We encourage offerors from all cultures, races, colors, religions, sexes, national or regional origins, ages, disability status, sexual orientation, gender identity, military, protected veteran status or other status protected by law, and those who may not meet every requirement listed in the scope of work.

[End of RFP]