

Terms of Reference (ToR)

Hiring an External Human Resource Consultant, ASA International (Rwanda) Plc

1. Organizational Overview

ASA International (Rwanda) Plc (hereinafter “ASA Rwanda”) is a for-profit, deposit-taking microfinance institution licensed by the National Bank of Rwanda. Incorporated under The Companies Act No.103495622 in 2014, ASA Rwanda commenced operations in 2016 and currently operates 37 branches nationwide. The institution provides savings and loans to small businesses, primarily serving low-income entrepreneurs.

ASA Rwanda is a subsidiary of ASA International, one of the largest global microfinance institutions, listed on the London Stock Exchange, and active in 13 countries across Africa and Asia.

Vision: To reduce poverty by improving the lives of the underprivileged, with a key focus on female entrepreneurs.

Mission: To expand financial inclusion and promote socioeconomic progress through responsible microfinance.

2. Objective of the Engagement

ASA Rwanda seeks to engage a qualified human resource consultant (individual or firm) to design and implement a comprehensive HR framework that will:

- Improve internal equity and job clarity
- Ensure competitiveness in salary structures
- Strengthen institutional capacity in compensation and role classification

3. Scope of Work

The selected consultant shall:

- Conduct a job analysis for all positions via interviews, questionnaires, and documentation review
- Design a job classification framework based on function, complexity, and responsibility
- Develop a grading system using a recognized methodology (e.g., point factor, market comparison, ranking)
- Propose a competitive and equitable salary structure based on internal grading and market benchmarking
- Prepare a final report including tools, guidelines, and implementation plans
- Facilitate capacity-building workshops for HR and management staff on using and maintaining the new system.

4. HR Consultant Qualifications

4.1. Bachelor's Degree (minimum):

- Human Resource Management

- Business Administration
- Organizational Development
- Psychology (Industrial/Organizational)

4.2. Preferred:

Master's Degree (e.g., MBA with HR specialization or Master's in HR Management)

4.3. Professional Certifications (Recommended)

- **SHRM-CP / SHRM-SCP** (Society for Human Resource Management)
- **PHR / SPHR** (Professional in Human Resources)
- **CHRP** (Certified Human Resources Professional)
- **ILO Microfinance Training Certificates**
- **Trainings in Microfinance Management or Financial Inclusion** (from CGAP, Boulder Institute, etc.)

Eligible applicants must:

- Have a minimum of 5 years' experience in HR consulting, specifically in job evaluation and salary structuring
- Demonstrate a strong understanding of Rwandan labor laws and compensation practices
- Present a team capable of completing the assignment within the set timeframe
- Hold HR professional certification (e.g., SHRM, HRCI) — preferred but not mandatory
- Demonstrate past work with financial institutions or NGOs — highly preferred.

5. Expected Deliverables

- Inception Report and Work Plan
- Completed Job Descriptions and Analysis Documentation
- Job Classification Matrix
- Position Grading System and Evaluation Tool
- Salary Structure Benchmark Report
- Final Project Report with Implementation Guide
- Workshop materials and delivery report for HR capacity-building

6. Duration of Assignment

- The assignment must be completed within **10 weeks (2½ months)** from the date of contract signing.
- Adjustments to the timeline must be mutually agreed upon in writing.

7. Payment Terms

Payment will be made in four milestones:

Milestone	Amount (%)
Upon signing the contract	20%
Upon submission of draft reports/frameworks	30%
Upon approval of final tools and structures	30%
Upon delivery of training and final report	20%

All payments are subject to satisfactory performance and acceptance of deliverables.

8. Confidentiality Clause

The consultant shall maintain strict confidentiality of all organizational data, employee records, and project-related information. No portion of the deliverables may be disclosed or shared with third parties without ASA Rwanda's written consent.

9. Intellectual Property Rights

All tools, data, and outputs produced under this assignment will remain the exclusive property of ASA International (Rwanda) Plc. The consultant may not reuse or publish any materials without prior written authorization.

10. Performance Review & Contract Termination

ASA Rwanda reserves the right to:

- Periodically review the consultant's progress and quality of output
- Terminate the contract with **15 days' written notice** if deliverables are not satisfactory or timelines are breached.

11. Dispute Resolution

Any dispute arising from this engagement will be resolved amicably. If unresolved, the matter shall be referred to arbitration under relevant Rwandan laws.

12. Proposal Submission Requirements

Interested consultants must submit the following:

- Profile of the consultant/firm, highlighting similar assignments
- Proposed methodology, approach, and timeline
- Team composition with qualifications of key personnel
- Financial proposal, inclusive of taxes and fee breakdown
- Three references from previous clients
- Declaration of any potential conflict of interest
- **Proof of payment of 10,000 Rwf** deposited on the bank account with these details Bank name: Bank of Kigali, Account Name: ASA International (Rwanda) Plc, Account Number: 100010197273.

13. Evaluation Criteria

The selection process will consist of:

13.1. Technical Evaluation – 70%

Criterion	Weight (%)
Relevant experience	25%
Methodology and work plan	25%
Team qualifications	15%
References from past assignments	5%

A minimum technical score of **50 out of 70** (70%) is required to proceed to financial evaluation.

13.2. Financial Evaluation – 30%

Criterion	Weight (%)
Price competitiveness	20%
Budget clarity and breakdown	10%

14. Submission Details

- **Deadline:** 25th September 2025
- **Mode of Submission:** please send your offers on the following emails as one combined PDF document g.mayanja@asarwanda.rw and rwandatendercommittee@asarwanda.rw
- **Subject Line for Email:** "Proposal – External HR Consultant"
- **Address:** ASA Rwanda Head Office, Gisozi, Kigali.

Done at Gisozi, on 27th August 2025

Signed by:




Christian Salifou
 Chief Executive Officer
 ASA International (Rwanda) Plc