



TERMS OF REFERENCE FOR HIRING A CONSULTANCY FIRM TO DEVELOP A PMIS FOR DUHAMIC-ADRI

1. Brief Description of DUHAMIC-ADRI

DUHAMIC-ADRI is a local non-profit organization based in Kigali, Rwanda, established and legally recognized by Ministerial Order No. 943/05 of 12 July 1985. A recent compliance certificate was issued by the Rwanda Governance Board (RGB) on 08 February 2026, in conformity with Law N° 058/2024 of 20 June 2024

Vision

A rural world responsible for its self-socio-economic development.

Mission

Supporting integrated initiatives for the holistic development of rural population in their struggle for self-reliance.

Objective

The Objective of the Organization is sustainable economic self-development of rural populations through strengthened community structures, capacity building, and integrated support services.

Strategic Pillars

- Livelihoods and economic capacity development
- Environment protection and conservation
- Mobilization for social change and family promotion
- DUHAMIC-ADRI organizational sustainability

2. Tender background

DUHAMIC-ADRI with its a mission to promote integrated rural development and support rural communities in achieving socio-economic self-reliance. The organization implements development initiatives in various sectors, including agriculture, health and nutrition, education, early childhood development, environmental protection, economic empowerment, and community development.

The implementation of these diverse development initiatives requires effective planning, coordination, monitoring, and reporting to ensure that projects and activities are delivered efficiently and contribute to the achievement of organizational objectives. Effective project management also requires reliable information management systems that facilitate the tracking of project activities, performance indicators, targets, budgets, implementation progress, and results.

As development programs become increasingly complex, the use of digital solutions presents an opportunity to strengthen organizational efficiency, improve data management, enhance

collaboration among project teams, and support evidence-based decision-making. A centralized Project Management Information System (PMIS) can provide an integrated platform for managing the project cycle, from planning and implementation to monitoring, evaluation, reporting, and documentation.

In this context, the development of a Project Management Information System for DUHAMIC-ADRI is intended to support the organization in streamlining its project management processes and strengthening its capacity to manage project-related information. The proposed system will provide a structured digital environment for managing projects, activities, work plans, performance indicators, targets, implementation progress, supporting documents, and reports.

The system is expected to improve information accessibility, promote accountability and transparency, facilitate timely reporting, and reduce reliance on fragmented or manual information management processes. It will also support the consolidation of project information, enabling management and project teams to monitor performance, identify implementation challenges, and make informed decisions based on reliable and up-to-date data.

The proposed software development initiative will therefore contribute to strengthening DUHAMIC-ADRI's project management and monitoring capabilities through a centralized, user-friendly, secure, and adaptable digital solution aligned with the organization's operational needs and development objectives. We intend to improve monitoring, evaluation, reporting, and documentation systems. The aim is to ensure these systems are robust, context-responsive, and able to generate reliable evidence for programmed management, learning, and accountability.

The PMIS will be developed to address identified gaps in project planning, implementation tracking, monitoring and evaluation, financial monitoring, reporting, and documentation. It will provide a common digital platform for consolidating project information, tracking progress against approved work plans, indicators and targets, monitoring budgets and expenditures where applicable, and generating timely management and donor reports.

The system's intended users, participating organizations, implementation scope, and reporting requirements will be confirmed during the needs assessment. The design shall take into account the organization's existing information management tools, reporting obligations, staff capacities, connectivity conditions, and available technical resources to ensure that the solution is practical, sustainable, and fit for purpose.

II. Overall Objective

To design, develop, configure, and deploy a secure, user-friendly, and sustainable Project Management Information System (PMIS), with embedded cybersecurity and data protection safeguards to ensure the confidentiality, integrity, availability, and resilience of project information, together with an integrated staff Leave Management module (leave application, approval, balance tracking, planning, and reporting) aligned with DUHAMIC-ADRI's approved HR policies, that strengthens DUHAMIC-ADRI's capacity to plan, implement, monitor, evaluate, and report on projects through centralized information management, automated reporting, performance tracking, and evidence-based decision-making. Where applicable, the system shall support authorized participating partner organizations through appropriate access controls and standardized reporting processes.

III. Specific Objectives

- ❖ Establish a centralized and secure PMIS that enables efficient capture, storage, management, and retrieval of project information across participating project into organizations.
- ❖ Improve the quality, accessibility, and timeliness of project data and reporting through standardized digital workflows, documentation, and reporting processes.
- ❖ Strengthen and speed up capacity to analyse, visualize, and use project data for reporting, learning, accountability, and evidence-based decision-making.
- ❖ Enhance project monitoring and performance tracking through real-time data management and user-friendly dashboards and reporting tools.
- ❖ Strengthen project planning and implementation management, including work planning, activity scheduling, milestone monitoring, task tracking, and oversight of project deliverables and timelines.
- ❖ Strengthen project risk and issue management through the systematic identification, assessment, monitoring, mitigation, and reporting of project risks, implementation challenges, corrective actions, and project bottlenecks.
- ❖ Strengthen project performance monitoring by linking project objectives, expected results, indicators, baselines, targets, actual achievements, and implementation progress.
- ❖ Improve financial monitoring by enabling authorized users to track approved budgets, expenditure against budget, and financial approval workflows, subject to the agreed scope of the assignment.
- ❖ Strengthen data governance, confidentiality, information security, data quality assurance, and accountability in the management of project information.
- ❖ Facilitate the generation of standardized and donor-specific reports, dashboards, and data visualizations to support programme management and decision-making.
- ❖ Promote sustainable system use through staff training, technical documentation, knowledge transfer, and an agreed post-deployment support and maintenance arrangement.
- ❖ Digitalize staff leave management through an integrated module covering leave application, multi-level approval, balance tracking, individual leave planning, absence monitoring, notifications, and reporting, in line with DUHAMIC-ADRI's approved HR policies.

IV. Scope of work

The consultancy firm will support the design, development, deployment, and initial operationalization of a Project Management Information System (PMIS) for DUHAMIC-ADRI. The assignment will include the following:

1. Needs Assessment and Requirements Definition

- a. Conduct a rapid assessment of existing project information management, monitoring, reporting, and data management practices among participating partners.
- b. Consult with DUHAMIC-ADRI 's Program, finance and M&E team to identify business processes, user needs, reporting requirements, and system specifications. Consult with HR/Administration personnel to document existing leave management practices and DUHAMIC-ADRI's approved HR policies, including leave types, entitlements, approval levels, working days, public holidays, and individual leave planning arrangements.
- c. Develop and validate the functional, technical, and data requirements for the PMIS.
- d. Strengthen project performance monitoring by linking project objectives, expected results, indicators, baselines, targets, actual achievements, and implementation progress.

- e. Improve financial monitoring by enabling authorized users to track approved budgets, expenditure against budget, and financial approval workflows, subject to the agreed scope of the assignment.
- f. Strengthen data governance, confidentiality, information security, data quality assurance, and accountability in the management of project information.
- g. Facilitate the generation of standardized and donor-specific reports, dashboards, and data visualizations to support programme management and decision-making.
- h. Promote sustainable system use through staff training, technical documentation, knowledge transfer, and an agreed post-deployment support and maintenance arrangement.
- i. Assess existing systems, databases, and digital platforms to identify data integration, interoperability, migration, and system interface requirements, so as to enable the PMIS to exchange and consolidate information across existing organizational systems and minimize duplicate data entry and reporting efforts.

2. PMIS Design and Development

- a. Design and configure a secure, user-friendly, and paperless PMIS aligned with agreed requirements.
- b. Develop key system components, including project information management, data entry and validation, indicator tracking, document management, dashboards, reporting, and data visualization features.
- c. Establish appropriate user roles, permissions, and access controls.
- d. Strengthen project performance monitoring by linking project objectives, expected results, indicators, baselines, targets, actual achievements, and implementation progress.
- e. Improve financial monitoring by enabling authorized users to track approved budgets, expenditure against budget, and financial approval workflows, subject to the agreed scope of the assignment.
- f. Strengthen data governance, confidentiality, information security, data quality assurance, and accountability in the management of project information.
- g. Facilitate the generation of standardized and donor-specific reports, dashboards, and data visualizations to support programme management and decision-making.
- h. Promote sustainable system use through staff training, technical documentation, knowledge transfer, and an agreed post-deployment support and maintenance arrangement.
- i. Develop and configure project planning and implementation management functionalities, including work plan management, activity scheduling, milestone tracking, task assignment, and progress monitoring.
- j. Specify and justify the proposed technology stack, including key software components, database systems, hosting arrangements, and third-party dependencies.
- k. Develop or configure a Leave Management module for DUHAMIC-ADRI staff that includes:
 - i. **Leave application:** Staff can submit leave requests electronically and check their application status.
 - ii. **Approval workflows:** Applications can be reviewed and approved or rejected by designated supervisors and authorized HR/Administration personnel.
 - iii. **Leave balance tracking:** Records of leave entitlements, leave taken, pending applications, and remaining balances.

- iv. **Leave calendar:** A shared calendar to help supervisors and HR/Administration monitor staff absences and team availability.
- v. **Notifications:** Automatic notifications to applicants and approvers about leave requests and decisions.
- vi. **Reporting:** Reports on leave applications, approvals, balances, staff absences, and leave trends.
- vii. **Access control and audit trails:** Appropriate permissions to protect staff information and maintain records of decisions and changes.
- viii. **Configurable leave policies:** The ability to configure leave types, entitlements, approval levels, working days, and public holidays in line with DUHAMIC-ADRI's approved HR policies.
- ix. **Individual leave planning:** Ability for each employee to plan leave in advance; automatic notification of the concerned employee, the HR/Administration and the direct supervisor as planned leave approaches; and the ability to reschedule planned leave that has not been taken.

3. Data Governance and Quality Assurance

- a. Integrate data quality assurance mechanisms, data protection measures, backup procedures, and audit trail functionalities.
- b. Ensure the system complies with good practices in data security, confidentiality, and information management.
- c. Implement role-based access controls, secure authentication, appropriate encryption, audit logging, and mechanisms for monitoring unauthorized access and changes to critical records.
- d. Establish documented data backup, restoration, business continuity, and disaster recovery procedures, including periodic testing of backup restoration.
- e. Define data ownership, permitted uses, retention periods, authorized sharing, and secure deletion procedures in accordance with applicable laws and DUHAMIC-ADRI policies.
- f. Establish procedures for reporting and managing information security incidents and personal data breaches, including notification to DUHAMIC-ADRI within an agreed timeframe.
- g. Ensure that the system and associated data processing arrangements comply with applicable Rwandan data protection and privacy requirements, including relevant obligations concerning personal data controllers and processors.
- h. Develop data quality rules and validation procedures to promote accuracy, completeness, consistency, traceability, and reliability of project information.

4. Testing, Deployment, and Capacity Strengthening

- a) Conduct system testing with end users and refine the PMIS based on feedback.
- b) Deploy the system for the selected first-phase partner organizations.
- c) Deliver training and practical support to users and system administrators to facilitate effective adoption and use of the PMIS.
- d) Prepare and implement a testing plan covering functional requirements, user permissions, data validation, reporting accuracy, system performance, security controls, and backup restoration.
- e) Conduct user acceptance testing with designated representatives of DUHAMIC-ADRI and, where applicable, participating partner organizations. Document test cases, results, identified defects, corrective actions, and approval decisions.

- f) Resolve all critical defects and obtain written approval from DUHAMIC-ADRI before production deployment. Any outstanding non-critical defects shall be documented in an agreed resolution plan.
- g) Train users and administrators through practical demonstrations, hands-on exercises, and role-specific sessions. Assess user understanding and provide additional coaching where necessary.
- h) Prepare a deployment plan covering user onboarding, migration and validation of agreed historical data, account creation, system configuration, go-live activities, and contingency arrangements.

5. Documentation and Handover

- a. Prepare and submit key system documentation, including user manuals, administrator guides, and system configuration documentation.
- b. Provide a final handover of the PMIS and associated resources to DUHAMIC-ADRI.
- c. Transfer to DUHAMIC-ADRI all agreed deliverables, including source code where applicable, configuration files, database schema, data dictionary, technical specifications, deployment instructions, administrator credentials, and documentation necessary to operate and maintain the system.
- d. Provide a complete inventory of software components, third-party dependencies, licences, hosting arrangements, subscriptions, and recurring costs, including any restrictions on use, modification, or transfer.
- e. Provide an export of DUHAMIC-ADRI's data in a documented, commonly usable format and ensure that the organization can access, retrieve, and transfer its data without unreasonable dependence on the consultancy firm.
- f. Submit a final handover report documenting completed deliverables, outstanding issues, system limitations, maintenance responsibilities, and recommendations for future improvements.

V. Methodology

The consultancy firm is expected to adopt a **participatory and user-centered approach** to ensure that the PMIS is aligned with partners' operational processes, information management needs, reporting requirements, and capacities. The assignment should follow a phased approach, including needs assessment and requirements analysis, system design, development and configuration, testing, deployment, capacity strengthening, and post-deployment support.

The methodology should demonstrate how end users and key stakeholders will be engaged throughout the process to validate system requirements, review prototypes, and provide feedback before final deployment. It should also outline measures to ensure data quality, information security, usability, and sustainability of the system.

In addition, the consultancy firm should describe the approach to user training, coaching, and knowledge transfer to support effective system adoption, routine use, and basic system administration by partner organizations.

The consultancy firm's methodology shall include a detailed implementation schedule specifying activities, milestones, deliverables, responsible personnel, dependencies, and review and approval points.

The consultancy firm shall use an iterative and participatory approach, including stakeholder consultations, process mapping, requirements validation, prototype demonstrations, user testing, and refinement based on documented feedback.

The methodology shall also describe the proposed technology and hosting options, data migration approach, quality assurance procedures, information security measures, risk management arrangements, user training strategy, and post-deployment support model.

The consultancy firm shall identify assumptions, risks, dependencies, and decisions requiring input or approval from DUHAMIC-ADRI. System development or configuration shall proceed on the basis of agreed and documented requirements.

VI. Expected results

VI.1. The assignment is expected to deliver the following results:

- i. A functional PMIS configured or developed, tested, and approved by DUHAMIC-ADRI against agreed requirements and acceptance criteria.
- ii. A centralized and standardized repository for agreed project information, work plans, indicators, targets, implementation progress, supporting documents, and related records.
- iii. Configured dashboards and reporting functions that enable authorized users to generate timely project performance reports, management summaries, and agreed donor reports.
- iv. Documented data validation, access control, audit logging, backup, and data recovery procedures.
- v. Financial monitoring and approval workflows, where included in the approved scope.
- vi. Trained users and system administrators equipped with the knowledge and documentation necessary to operate the PMIS and undertake agreed routine administration.
- vii. Complete technical documentation, agreed source code and configurations, data exports, and other handover materials transferred to DUHAMIC-ADRI.
- viii. An operational transition and support arrangement, including issue resolution, user assistance, maintenance responsibilities, and recommendations for sustainable system management.
- ix. Improved availability, traceability, and use of project information to support planning, implementation monitoring, accountability, organizational learning, and evidence-based decision-making.
- x. A functional Leave Management module, configured in line with DUHAMIC-ADRI's approved HR policies, enabling electronic leave application, approval workflows, leave balance tracking, a shared leave calendar, notifications, individual leave planning and rescheduling, reporting, and audit trails.

VI.2. The consultancy firm shall submit the following deliverables in accordance with the agreed implementation schedule:

No.	Deliverable	Minimum acceptance requirements
1	Inception report and needs assessment	Documented assessment of existing systems, stakeholder consultations, business processes, and implementation risks.
2	Requirements specification and system design	Validated functional and technical requirements, system architecture, data model, workflows, and proposed access controls, approved by DUHAMIC-ADRI. Includes leave management requirements, workflows, and configurable leave policy parameters (leave types, entitlements, approval levels, working days, public holidays).
3	Functional PMIS prototype or configured system	Demonstration of agreed modules and workflows, with feedback documented and incorporated as agreed. Includes demonstration of the Leave Management module.
4	Testing and deployment report	Documented testing results, user acceptance test results, resolution of critical defects, and deployment readiness approval.
5	Training and user documentation	Training sessions completed, attendance records, training materials, user manuals, and administrator guides submitted.
6	System handover package	Agreed source code and configurations, technical documentation, data exports, access credentials, licensing information, and maintenance instructions transferred.
7	Final report and support plan	Summary of completed work, outstanding issues, system limitations, post-deployment support arrangements, and sustainability recommendations.

DUHAMIC-ADRI shall review each deliverable against the agreed acceptance criteria. Deliverables requiring revision shall be returned to the consultancy firm with consolidated comments and an agreed correction deadline.

The consultancy firm shall address the comments and resubmit the deliverable for review. Final acceptance shall be confirmed in writing by the designated DUHAMIC-ADRI authority.

The detailed deliverables schedule, review periods, correction periods, and payment milestones shall be agreed upon at contract signature.

VII. System transition and handover

The consultancy firm shall prepare and implement a system transition and handover plan to ensure continuity of operations and effective transfer of system management responsibilities to DUHAMIC-ADRI.

The plan shall include:

- i. Deployment and onboarding of authorized users.
- ii. Migration and verification of agreed historical project data, where applicable.

- iii. Training of system administrators and designated focal persons in system administration, user management, routine maintenance, backup procedures, and basic troubleshooting.
- iv. Transfer of source code, configuration files, database documentation, user manuals, administrator guides, and other agreed technical resources.
- v. Documentation of hosting arrangements, software licences, recurring costs, maintenance requirements, and third-party dependencies.
- vi. Provision of post-deployment technical support, user assistance, defect correction, and coaching for the agreed support period.
- vii. A final handover and acceptance process confirming completion of contractual deliverables and transfer of agreed resources to DUHAMIC-ADRI.

The consultancy firm shall submit periodic support reports documenting issues reported, actions taken, unresolved issues, system performance concerns, and recommendations for continued operation. The final handover shall be confirmed in writing by DUHAMIC-ADRI upon verification that the agreed acceptance requirements have been met.

VIII. Duration of the assignment

The core assignment shall be completed within two months of contract signature, subject to timely access to relevant information, stakeholder availability, and approval of agreed deliverables by DUHAMIC-ADRI.

The implementation period shall cover needs assessment, requirements validation, system design, development or configuration, testing, deployment, user training, and initial handover.

Following deployment, the consultancy firm shall provide a post-deployment support and transition period of **six months**, OR as may be agreed in the contract. This period shall cover user assistance, defect correction, technical troubleshooting, coaching, and system stabilization.

The financial proposal shall separately identify the costs associated with initial implementation and post-deployment support. The contract shall specify the duration of each phase, support responsibilities, response times, and applicable payment milestones.

Any extension arising from approved scope changes or delays outside the consultancy firm's control shall be managed through a documented agreement between the parties.

IX. Reporting and Supervision Arrangements

- The consultancy firm shall report directly to the designated M&E focal person or other officially appointed assignment supervisor within DUHAMIC-ADRI.
- The assignment shall be supported by designated representatives from the M&E, programme, finance, HR/Administration, and IT or systems administration functions, as applicable.
- The assignment supervisor shall coordinate stakeholder engagement, consolidate organizational feedback, monitor progress, and facilitate the review and approval of deliverables. Technical representatives shall review relevant system design, security, deployment, and maintenance arrangements.
- The consultancy firm shall participate in regular progress meetings and present updates on completed activities, upcoming milestones, identified risks, decisions required, and outstanding issues.

- All major deliverables shall be submitted in writing for review and approval. DUHAMIC-ADRI shall designate the authorized person or committee responsible for final acceptance of the PMIS.
- The consultancy firm shall maintain an agreed action tracker and provide progress reports at intervals established during the inception phase.

X. Safeguarding and Data Protection

The consultancy firm and all members of the consultancy firm's team shall comply with DUHAMIC-ADRI's applicable safeguarding, confidentiality, information security, and data protection policies, as well as applicable Rwandan laws and regulations.

The consultancy firm shall access and process organizational and personal data only to the extent necessary to perform the assignment and in accordance with documented instructions and authorized access permissions.

The consultancy firm shall not disclose, reproduce, transfer, or use confidential information for purposes unrelated to the assignment without prior written authorization from DUHAMIC-ADRI, except where disclosure is required by applicable law.

Any suspected unauthorized access, disclosure, loss, or compromise of information shall be reported promptly to DUHAMIC-ADRI through an agreed incident reporting procedure.

The consultancy firm shall ensure that personnel and any approved subcontractors are bound by appropriate confidentiality and data protection obligations.

Upon completion or termination of the assignment, the consultancy firm shall return or securely delete information as instructed by DUHAMIC-ADRI, subject to applicable legal retention requirements.

Any breach of these obligations shall be addressed in accordance with the contract and applicable law, including proportionate contractual remedies where appropriate.

XI. Consultancy firm Qualifications and Experience

The consultancy firm or consulting firm shall demonstrate the following qualifications and experience:

1. A relevant advanced degree in Information Systems, Computer Science, Software Engineering, Data Management, or a related field, or equivalent qualifications and demonstrated professional experience appropriate to the assignment.
2. Proven experience in designing, developing, configuring, or deploying PMIS, MIS, M&E information systems, or similar digital solutions, preferably for NGOs, development organizations, or multi-project programmes.
3. Demonstrated competence in requirements analysis, database design, system architecture, dashboard development, reporting automation, workflow automation (including leave management and approval workflows), user access management, and software testing.
4. Strong understanding of results-based management, monitoring and evaluation, indicator tracking, data quality assurance, and programme reporting.
5. Demonstrated knowledge of data protection, information security, backup and recovery procedures, system documentation, and sustainable system maintenance.

6. Experience in user training, change management, stakeholder facilitation, knowledge transfer, and system handover.
7. Availability of an appropriately qualified team with complementary expertise in software development or system configuration, M&E, data management, and information security, as required by the proposed solution.
8. Submission of CVs for proposed key personnel, including their respective roles, relevant experience, qualifications, and responsibilities.
9. At least three examples of comparable assignments, supported by client references, completion certificates, contracts.
10. Excellent written and oral communication skills. Knowledge of Kinyarwanda shall be an added advantage where relevant to user engagement and training.

XII. Evaluation Criteria for Selecting the Consultancy firm

- Relevant academic qualifications and professional certification in software development, information systems, or related fields.
- Demonstrated experience in PMIS or MIS design, development, and deployment, preferably in the NGO or development sector.
- Quality and practicality of the proposed methodology, work plan, and implementation approach.
- Capacity to deliver user training, documentation, and effective system transition support.
- Value for money based on the financial proposal and the consultancy firm's technical offer.

XII.1. Evaluation Grid (100 points)

Criterion / Sub-criterion		Max points
1	Administrative documents	Eliminatory
	• Copy of the incorporation certificate issued by RDB • VAT Registration certificate • Valid Tax clearance certificate from the Rwanda Revenue Authority • clearance certificate from the Rwanda Social Security Board (RSSB) • Valid Current Standing Certificate issued by RDB • A proof of using EBM	
2.	Technical Proposal	
2.1	Methodology and work Plan	
1	Understanding of the assignment	6
2	Step-by-step methodology	12
3	Work plan	8
4	Tools, software and techniques	6
5	Risk mitigation and quality assurance	8
SUB TOTAL		40
2.2	Qualifications and Experience of Key Personnel	
1.	Team composition	8
2.	Roles and responsibilities	5
3.	CVs: qualifications and experience	9
4.	Similar assignments	8
SUB TOTAL		30
Total Technical Proposal		70
3. Financial proposal		30

A total cost including all applicable taxes.

A detailed breakdown of costs should be presented on service aggregation; it should also be presented in Rwandan francs. Provide also payment modalities.

The proposal will be evaluated based on cost relevance, rationality, and cost-effectiveness, not lowest price.

GRAND TOTAL

100

XIII. Application procedures

All interested firms shall submit their proposals (**Technical and Financial**) in **one sealed outer envelope**, which must contain **two separate inner envelopes**:

- One marked "**Technical Proposal**"
- One marked "**Financial Proposal**"

Both envelopes must be clearly titled: "**HIRING A CONSULTANCY FIRM TO DEVELOP A PMIS FOR DUHAMIC-ADRI**".

- Submissions shall be made in **hard copy only** and must be delivered **not later than Monday, October 26, 2026, at 03:00 PM**.
- On the submission date, there will be **no public opening** of the technical proposals. DUHAMIC-ADRI will receive submissions for analysis.
- Results of the technical evaluation will be communicated via email. Only bidders who score at least **70%** in the technical evaluation will be invited to the financial proposal opening.
- The financial proposals of non-invited bidders to the financial opening will remain unopened. Such bidders will be invited to collect their financial proposals.
- The **date and time of the financial proposal opening** will be communicated by email to the shortlisted bidders.

Done at Kigali; October 20, 2026

Prepared by

HABIMANA Theogene

Programs Manager



Approved by:

MUHIGIRWA Benjamin

Executive Secretary

