

Invitation to Bid

AOS Ltd hereby invites competent firms to submit their best proposals for providing salary benchmarking services.

More information regarding this tender is provided in detailed terms of reference below.

Proposals must be submitted to the address provided below not later than **30th July 2026, at 11 AM late bids will be rejected.**

This tender is open to all interested firms in the same field, and a firm will be selected according to the fulfillment of the tender requirements e.g. complying with terms of reference and competitive price.

You must send proposals to tender@aos.rw.

Any bidder requiring clarifications regarding this tender, please send it to procurement@aos.rw.

Yours sincerely,


Byung Chul Koo
Chief Executive Officer



TERMS OF REFERENCE FOR CONSULTING SERVICE

1. About AOS

AOS LTD is a Service Provider that was established from the Joint Venture between the Government of Rwanda and Korea Telecom and is incorporated under the laws and regulations of the Republic of Rwanda. The company is engaged in the business of providing advanced Information and Communication Technology (“ICT”) services based on a state-of-the-art Data Center, System development and Integrations, e-Government projects implementation and Consulting among others.

2. Background

AOS Vision, to be the leading ICT Company in Africa and to attain its mission of Transforming Africa with ICT solutions and services, heavily depends on attracting and retaining top-notch talent and ensuring that our job structures, remuneration and benefits policies are fair and empowering for the talent who work with us. With that in mind, salary survey and benchmarking has become more critical to ensure AOS has salary and benefit structure to attract, retain and motivate the best talent from the labor market to ensure the achievement of the company strategic goals. In view of this, AOS is seeking the services of a consulting firm for this very important salary and benefits survey and benchmarking.

3. Purpose of the Assignment

AOS seeks to engage the services of a reputable qualified consulting firm with extensive expertise in labor market analyses, management and organizational development to undertake a salary and benefits survey process and benchmarking. It is expected that the Consulting firm will assess AOS’s market competitiveness against technology sector peer organizations working in Rwanda, based on affordability and financial sustainability analysis, support AOS to develop a new salary structure. The Consulting firm will also make recommendations on relevant benefits and support the development of draft policies.

4. Objectives of Assignment are:

- a) To ensure that the AOS staff remuneration aligns with overall organization and people strategy & goals.
- b) To ensure internal equity and external competitiveness of the AOS staff remuneration.
- c) To provide recommendations to manage any newly introduced compensation in line with AOS’s financial ability for long-term workforce stability and performance.

5. Approach and Methodology:

The Consulting firm will employ varied approaches and strategies as indicated below.

- a. The selected firm shall compile and recommend to AOS a list of 5 to 10 organizations in technology sector which may be considered as comparators, for the purpose of establishing staff

remuneration and provide an explanation of why those market comparisons were chosen. The list shall be subjected to final approval by AOS;

- b. Carry out desk reviews and interviews and research to compare AOS remuneration levels with the list of peer company comparators;
- c. Use a consistent approach for the determination and management of relativities between jobs;
- d. Provide a basis for developing a competitive and equitable salary structure across AOS based on a logical method of measuring relative job scope and size;
- e. Presentation and submission of final survey findings with comparison and analysis of results and recommendations related to remuneration and benefits packages;
- f. Make proposals in consultation with AOS for adjusting current salary and benefits structure and a corresponding implementation plan;
- g. Support effective communication and change management throughout the process;
- h. The individual or firm shall maintain complete confidentiality of all data and documents provided by the selected comparator organizations and by AOS.

6. Deliverables:

- a. Recommended list of peer organizations to be used as comparators
- b. Details and summary of data collected from the Comparators and the evaluation of their remuneration package;
- c. The entry level and maximum remuneration of all job matches obtained from the comparators in a format that enables like-for-like comparison with AOS remuneration;
- d. A report on final survey findings with comparison and analysis of the survey results, map AOS internal positions against the 25th, 50th(median), 75th, and 90th percentiles of the collected market data to account for premium talent retention and recommendations related to the remuneration packages. The report should include the summary information on the comparator organization (size, number of Staff, etc.) against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys;
- e. A report on total cost estimate with recommendations for resolving any inconsistencies between internal equity and external competitiveness. A change management plan to support AOS to implement the recommendations including support to develop relevant policies.
- f. All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators.
- g. Make presentation of the process and the results to any relevant audience (Staff or Board) that AOS may request.

7. Duration of Assignment:

The duration of the assignment will be 1 month after signing of the contract

8. Location

The location of the assignment will be Kigali - Rwanda.

9. Consultant firm profile

The Consultant(s) should have;

- a. Demonstrated competencies and experience in undertaking salary and benefits survey and benchmarking for private organizations in Technology Sector working in Rwanda.
- b. Minimum of Bachelor's Degree in fields related to human resource management, statistics and related fields.
- c. Have solid background in human resource management and organizational development with experience in compensation management
- d. Demonstrated experience and knowledge of principles of compensation, analysis and management
- e. Excellent interpersonal and presentation skills
- f. Proven ability to deliver work on time in the most professional, effective and efficient manner

The consulting firm will be selected based on

- Experience and track record per the TOR in general
- Adequacy of the proposed approach, methodology and work plan
- Experience and track record of the team to be assigned to the project
- The financial proposal

10. How to Apply

To apply, please send your technical and financial proposal to tender@aos.rw

The application should be marked "AOS Salary and Benefits Survey" in the subject line.

The technical proposal should include;

- a. Profile of the consulting firm, including an overview of relevant experience in organizations working in technology sector (3 pages maximum)
- b. Profile of the consultant(s), including an overview of relevant experience (3 pages maximum)
- c. Proposed methodology and conceptual framework (maximum 3 to 4 pages)
- d. Recent CV/CVs of lead consultants

The financial proposal should include

- a. Estimated consultancy fees for the entire assignment in Rwandan Francs including breakdown of fees and number of days.

Administrative documents required:

- Letter of expression of interest to submit the proposal
- Company registration certificate issue by RDB
- Valid tax clearance certificated issued by RRA
- RSSB certificate
- Three certificates of good completion of the similar services executed from public or recognized private companies or NGO's.

