



Procurement of Human Resource Management System (HRMS) for Island Aviation Services Ltd (Re-bid)

Request for Proposal

04 August 2026

Tender no.:	L4-BID NO 12-2026
EOI Registration date	Latest by 11 August 2026, 23:59hrs. Via email: azka4513@iasl.aero
Information session details	13 August 2026, 14:00 hrs. Venue at Procurement Office at 1 st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives
Proposal Submission Date	26 August 2026, 14:00hrs Venue at Procurement Office at 1 st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives

Island Aviation Services Ltd. is seeking bids for the requirement specified in this document. Interested bidders are invited to submit their proposals for the services as instructed in this document. Please ensure that all submissions comply with the instructions. Failure to comply with the instructions may result in disqualification of the bid.

	Request for Proposal:		Page 2 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

Contents

1. Background	3
2. Information to Bidders (ITB)	4
3. Goods/ Services required	5
4. Eligible Bidders	5
5. Guideline for Proposal Submission.....	6
6. General Terms and Conditions	7
7. Bid Proposal (General Compliance and Mandatory Documents)	8
8. Evaluation Criteria	10
9. EMPLOYER REQUIREMENTS	12
9.1. Background and Purpose	12
9.2. Objectives.....	12
9.3. Scope of the Work:.....	12
9.4. Facilities to be provided by the employer	17
9.5. Proposal Requirements.....	17
9.6. Responsibilities of IASL:	17
9.7. Duration of the Services:	18
9.8. Pricing, currency, and payments to the Vendor:	18
10. Bid Forms A-G	20
10.1. Form A - Bid application form	20
10.2. Form B - Price Schedule	21
10.3. Form C - Related Party Disclosure	22
10.4. Form D: General Information (Business profile/Work profile)	23
10.5. Form E: Experience Records	24
10.6. Form F: Litigation/ Arbitration	25
10.7. Form G: Declaration on Ethical Conduct and Fraud and Corruption	26
11. Submission Checklist.....	27

	Request for Proposal:		Page 3 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

1. Background

Island Aviation Services Ltd (IASL) is a hundred percent government owned limited liability company established by a presidential decree on 13th of April 2000. The company was initially established as an airline catering for the ever-growing demand for a domestic transport network. During a span of more than twenty-one years, the company has managed to become an established business operating an international airline all while providing a variety of services within the aviation industry.

IASL is the owner and operator of the National Airline of the Maldives, Maldivian, and is a hundred percent government owned limited liability company. The company operates its flights out of its primary hub in Velana International Airport (IATA: MLE; ICAO: VRMM).

IASL's core businesses include.

- Airline Services
- Airport Lounge Services
- Airport Management & Operations
- Engineering & Maintenance Services
- Cargo Services
- Maldivian Holidays
- Maldivian Seaplane Services

Island Aviation Services Ltd. (IASL) seeks to procure and implement a modern, integrated Human Resource Management System (HRMS) to enhance operational effectiveness, process efficiency, and revenue impact across HR functions. The selected Provider will demonstrate and deliver capabilities in line with IASL's demo scenarios and evaluation approach to ensure the solution materially improves the current state of HR processes and outcomes.

	Request for Proposal:		Page 4 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

2. Information to Bidders (ITB)

2.1. BID Data

Description	Details
RFP Title	Procurement of Human Resource Management System (HRMS) for Island Aviation Services Ltd.
Bid Number	L4-BID NO 12-2026
Issuing Entity	Island Aviation Services Ltd (IASL), M. Dar Al-Eiman Building, Majeedhee Magu, Male' 20345, Republic of Maldives
EOI Registration date	11 August 2026, 23:59 hrs Via email: azka4513@iasl.aero
Contact for Clarifications	Primary: azka4513@iasl.aero CC: mohamed.ziyau@iasl.aero , mohamed.shaeer@iasl.aero
Information Session	Date: 13 August 2026 Time: 14:00 hrs Venue: Procurement Office at 1st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives <i>Attendance for this session is mandatory</i>
Proposal Submission	Date: 26 August 2026 Time: 14:00 hrs Venue: Procurement Office at 1st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives
Proposal Validity Period	Minimum of 60 calendar days from submission deadline
Evaluation Criteria	- Technical: 60% - Financial: 40%
Currency for Financial Proposal	Maldivian Rufiyaa (MVR), inclusive of all applicable taxes
Mandatory Documents	- Certificate of Incorporation/Registration - Company Profile - Portfolio with supporting documents - Price Schedule (Form B) - Project Timeline (Gantt Chart) - Completed Bid Forms A–G
Appeals & Complaints	Must be submitted in writing within 5 days of bid opening or award notification.
Additional Notes	- Only one bid per proponent - Late submissions will be disqualified - All communications must be in writing and via email - Bidders must not contact IASL staff outside official channels
Payment Terms	Currency: Maldivian Rufiyaa (MVR) Tax Inclusion: Prices inclusive of all applicable taxes Payment Schedule: The Vendor shall propose a payment schedule aligned with key project milestones (e.g., software delivery, configuration, training, go-live). Invoice Submission: With deliverable acceptance confirmation

	Request for Proposal:		Page 5 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

	Payment Timeline: Within 30 working days of valid invoice Bank Details: To be provided by successful bidder Retention Clause: Final payment subject to deliverable verification
Deadline for clarification requests	23 August 2026, 23:59Hrs

2.2. Schedule of Events

Event	Time	Date
IASL issues RFP	-	04 August 2026
EOI (Expression of Interest) Deadline	23:59	11 August 2026
Information Session	14:00	13 August 2026
Deadline for submission of Proposals	14:00	26 August 2026
Estimated Proposal evaluation completion time and IASL notify the winning bidder.	-	09 September 2026

3. Goods/ Services required

Island Aviation Services Ltd. (IASL) invites sealed proposals valid for 60 days from the date of opening, from eligible participants and we seek to procure and implement a modern, integrated Human Resource Management System (HRMS) to enhance operational effectiveness, process efficiency, and revenue impact across HR functions. The selected Provider will demonstrate and deliver capabilities in line with IASL's demo scenarios and evaluation approach to ensure the solution materially improves the current state of HR processes and outcomes.

4. Eligible Bidders

- 4.1 This bid is open for registered bidders who have declared their interest to participate in the bid via email through an EOI (Expression of Interest)
- 4.2 The bidder shall be a registered business entity, or government owned entity, or any combination of them in the form of a joint venture, under an existing agreement, or with the intent to constitute a legally enforceable joint venture. All partners shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms.
- 4.3 Bidder shall be an interested party that has registered through an Expression of Interest (EOI) by email in the stipulated time period (a "Registered Party").
- 4.4 The bidder shall be eligible under the laws and regulations of the Republic of Maldives and as such shall be operating under commercial law.
- 4.5 The bidder shall have the financial and legal capacity to enter a contract and as such, shall be legally and financially autonomous; and shall not be a dependent entity of IASL.
- 4.6 The bidder shall have the expertise and resources to carry out the work required.

	Request for Proposal:		Page 6 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

4.7 A bidder shall not be insolvent, in receivership, bankrupt or being wound up; its affairs not being administered by a court or a judicial officer for debt / tax obligation or any criminal offence for the past five (5) years, its business activities not being suspended and not the subject of legal proceedings for any of the foregoing.

5. Guideline for Proposal Submission

a) Compliance Statement

- i. Bidder shall state that the offer is made in accordance with the Request for Bid and sign and submit the Form A (Bid Application Form)
- ii. Bidders who offer additional or alternative conditions shall clearly state those in their proposals.

b) Evaluation of Proposals

Points will be given to proposals as outlined in *Clause 8. Evaluation criteria*. All the proposals will be ranked in descending order based upon total score and the party who score highest points will be awarded the contract.

c) Language of Proposal

The proposal documents must be in written in English.

d) Clarifications about RFP

Prospective bidders requiring any clarification on the Request for Bids may notify *IASL* in writing to the mentioned below addresses. All questions and responses will be copied to all parties. (bidder will not be identified).

Email: azka4513@iasl.aero

Copied to: mohamed.ziyau@iasl.aero and mohamed.shae@iasl.aero

e) Proposal Validity

All Proposals shall be valid for a minimum period of **60 days** from the due date of submission for Proposals.

f) Appeals and Complaints

- i. Regarding conduct of an application
 - Applicants are to file appeals and complaints regarding conduct of an application, in writing, within 5 (Five) days of opening of an application.
- ii. Regarding outcome of an application (an award or decision to award)
 - Applicants are allowed to file appeals and complaints regarding outcome of an application (an award or decision to award), in writing within 5 (Five) days of receiving the award or rejection letter from IASL.

g) Communications

Except as provided in the preceding section relating to questions about this RFP, Bidders shall not contact any officers, employees, or team members of Client with respect to this RFP. Any oral communication with an employee concerning this RFP is not binding on Client and shall in no way alter a specification, term or condition of this RFP or any contract documents.

	Request for Proposal:		Page 7 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

h) Information session

Date of Information Session	13 August 2026, 14:00hrs
Venue for Information Session	Procurement Office at 1st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives <i>Attendance for this session is mandatory and failure to participate will disqualify from participating in the next steps of RFP</i>

i) Bid Submission

Date and Time	26 August 2026 at 14:00 hrs
Venue for proposal submission	<i>No party will be allowed after the mentioned time.</i> Procurement Office at H.Silversand 1 st Floor, Kalaafaanu Hingun, K.Male', Maldives.

6. General Terms and Conditions

- a) Island Aviation Services Ltd reserves the right to reject a bid in the following circumstances:
 - i. If less than two total bids have been received, IASL reserves the right to continue or reject the evaluation or request for a resubmission.
 - ii. IASL shall evaluate the responsiveness of the bidder based on *Clause 7. Bid Proposal*.
 - iii. If any of the mandatory documents set out in *Clause 7. Bid Proposal* are not submitted, IASL has the right to reject the bid or request for a resubmission.
- b) Bidders shall be evaluated in accordance with the Party's demonstrated capacity, experience and expertise. The awarding criteria and weightage will be mentioned in *Clause 8. Evaluation criteria*.
- c) Bidders shall bear all costs associated with the preparation and submission of the bids and IASL will not in any case be responsible and liable for the costs incurred.
- d) All information given in writing to or verbally shared with the Bidders in connection with this Request for Bids is to be treated as strictly confidential. The Bidders shall not share or invoke such information to any third party without the prior written approval of IASL. This obligation shall continue after the procurement process has been completed whether the Bidder is successful or not.
- e) All materials submitted in response to the Request for Bid shall become the property of IASL. Bids and supporting materials will not be returned to the Bidder.
- f) All information provided will be subjected to verification by IASL. Submission of incomplete or unsigned forms may result in rejection of the proposal as non-responsive.
- g) IASL will only accept one bid document from every proponent.

	Request for Proposal:		Page 8 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

- h) To assist in the evaluation and comparison of bids, IASL may, at its discretion, request any bidder for clarification of their proposal. This will be clarified in writing, but no change in substance or price of the bidder will be sought.
- i) IASL will evaluate and compare only those bids determined to be responsive in accordance with requirements specified in the bid document.
- j) IASL will award the contract in writing to the bidder who scores the highest marks in compliance with the evaluation criteria.
- k) Upon award of successful bid, IASL will promptly notify the other bidders through telephone or email that their bids have been unsuccessful.
- l) Any change to the contents of RFP will be clearly briefed during the information session.
- m) At any time prior to the deadline for submission of Proposals, IASL may amend the RFP documents by issuing an addendum.
- n) Prospective respondents shall be given reasonable time as IASL deems reasonable to take an addendum into account in preparing their proposals by extending the deadline for submission of Proposal.

7. Bid Proposal (General Compliance and Mandatory Documents)

The responsiveness of the bid to the RFP will be based on how well bidders meet the requirements outlined in this section. Bids which do not meet the mandatory requirements will not be considered for further evaluation.

7.1. General Compliance

Prior to detailed evaluation of the bid, IASL will examine the bid to determine whether it is generally compliant by considering the following below. If a bid is determined to be not meeting any of the following or missing any mandatory documents stated below or is generally non-compliant or is incomplete, the bid will be rejected as generally non-responsive, and will not be considered for further evaluation:

- Bid is properly signed/initialed/stamped as appropriate with due authorizations in accordance with the RFP Document.
- Is responsive to the eligibility criteria (ITB).

	Request for Proposal:		Page 9 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

7.2. Mandatory Documents

No.	Item	Description	Requirement Level
1	Certificate of Incorporation/Registration	Certified copy of the company / SP (Sole Proprietor) incorporation or registration document.	Mandatory
2	Company Profile	Profile of the Company / SP (Sole Proprietor)	Mandatory
3	Relevant Experience	- Portfolio and supporting documents demonstrating experience in providing and implementing software solutions (e.g., reference letters, completion certificates) - If past experiences are not accompanied by an official letter of completion by the client, The bidder will not be given further marks for this category. - If the value of the project is not included in the reference letter for the project, the reference letter may be supplemented by supporting documents such as the Letter of Award/Notification of Award or the Contract/Agreement to provide the value of the project.	Highly Advisable
4	Price Schedule	Detailed pricing schedule as provided under the Bid Forms.	Mandatory
5	Project Timeline	Gantt chart detailing timeline	Mandatory
6	Bid Forms (Form A-G)	Bid Forms, signed by duly authorized personnel	Mandatory
7	Demo Presentation		Mandatory

	Request for Proposal:		Page 10 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

8. Evaluation Criteria

IASL intends to apply the following criteria for the selection of proposals. Proposals will be assessed based on the scores obtained for said criteria at the percentages given, with the highest total scoring party being the winner.

8.1. Technical Scoring (60%)

For the technically compliant RFPs, a technical score will be given for the quality of materials provided. The total score for the Technical Evaluation for each bidder shall be the sum of the category scores.

Technical Scoring (60%)		
Criteria	Weight	Details
Software Capabilities	40%	Evaluation of HRMS features against IASL's requirements. Such as key functions proposed in Demo Presentation.
Relevant Experience	10%	Based on total value of similar projects completed in last 3 years. Score = (Bidder's Total Value / Highest Total Value) × 10
Project Timeline	10%	Shortest timeline receives full score. Others scored proportionally using: Score = (Shortest Timeline / Bidder's Timeline) × 10

Note: Depending on the clarity of the Software Capabilities such as key functions given in the proposal, IASL may request from bidders to conduct a Demo presentation session for better assessment.

8.2. Financial Scoring (40%)

A financial score will be given for each category stated below. The total score for the Financial Evaluation for each bidder shall be the sum of the category scores.

Financial Scoring (40%)		
Criteria	Weight	Details
Total Cost of Ownership	40%	- Licensing, customization, implementation, migration, integration, support. - Lowest price receives full score. Others scored proportionally using: Score = (Lowest Price / Bidder's Price) × 40

	Request for Proposal:		Page 11 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

8.3. Combined Scoring (100%)

For each bidder, the score received from Technical and the Financial Evaluation shall be added together to get the Combined Score using the respective formulas as stated below to determine the highest scored bidder for the respective service.

#	Formula	Score
Combined Score	(Technical Score calculated using the formula) + (Financial Score calculated using the formula)	Max 100

	Request for Proposal:		Page 12 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

9. EMPLOYER REQUIREMENTS

9.1. Background and Purpose

Island Aviation Services Ltd. (IASL) seeks to procure and implement a modern, integrated Human Resource Management System (HRMS) to enhance operational effectiveness, process efficiency, and revenue impact across HR functions. The selected Provider will demonstrate and deliver capabilities in line with IASL's demo scenarios and evaluation approach to ensure the solution materially improves the current state of HR processes and outcomes.

9.2. Objectives

9.2.1 Primary Objective: Deliver and demonstrate an HRMS whose functionality meets IASL's defined scenarios and RFP requirements, enabling measurable improvements in customer (employee) experience, operational efficiency, and revenue-related outcomes.

9.2.2 Demonstration Objective: Providers will conduct scenario-based demos to evidence fit for purpose capabilities, quality of delivery, responsiveness, subject matter expertise, and timeliness—indicating their ability to execute and collaborate successfully with IASL.

Definitions & Abbreviations

ER – Employer's Requirements.

HRMS – Human Resource Management System.

Vendor – The bidder/solution provider responding to this ER/RFP.

M/P/N – Priority tags: Mandatory (M), Preferred (P), Nice-to-have/Not required (N).

SSO – Single Sign-On; MFA – Multi-Factor Authentication; UTC – Coordinated Universal Time.

9.3. Scope of the Work:

Provision of a fully functional HRMS covering core HR, payroll (including aviation-specific pay elements), attendance & rostering, leave, employee relations case management, talent acquisition & onboarding, learning & development, performance management, benefits (e.g., Free Rebated Authority), uniforms & accessories, and insurance eligibility.

Delivery as SaaS and/or on-premises deployment options, including hybrid synchronization where applicable.

Implementation services: configuration, data migration, integrations, testing, training, go-live support, and handover.

Post go-live support services per Service Level Agreements (SLAs), including help desk, incident and service request management.

	Request for Proposal:		Page 13 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

All documentation, knowledge transfer, and transition assistance, including cessation-of-services planning.

9.3.1 Non-Functional Requirements

1. Security & Compliance

- Support SSO via Microsoft Entra ID (OIDC) and MFA for all user roles.
- Comprehensive audit logs for critical user and system actions; tamper-evident and exportable.
- SOC 2 compliant processes with annual reports available to auditors on request.
- Data privacy and retention controls aligned to local and international regulations (e.g., GDPR).
- Role-based access control with granular permissions by user type and legal hold capabilities.

2. Architecture & Availability

- Deployment options: SaaS, on-premises, or hybrid; support web-based and on-site setups.
- Near real-time synchronization between on-premises and cloud environments where used.
- Automated backups, disaster recovery readiness, and periodic restore testing.
- Load balancing and redundancy at all infrastructure layers for cloud deployments; adherence to CIS benchmarks (preferred where applicable).

3. Platform & Standards

- Server OS and client OS support including Windows Server and major desktop OS; support for thin clients where applicable.
- Mobile apps for Android and iOS with secure storage, device attestation (where available), and geo-capabilities as required.
- Support for open standards (XML, JSON, SOAP/REST), secure messaging (SMTP/MIME), SSL/TLS, and digital certificates.
- Data exchange and web services based on WSDL/SOAP and/or REST/JSON; ODMA/XSLT support where relevant.

9.3.2 Functional Requirements (Software Capabilities)

1. Core HR & Administration

- Multi-company/entity within one platform; multi-site assignment per employee.
- Organizational structures, departments, reporting hierarchies; display according to org structure.
- Dashboards for expiries (contract/visa/probation), retirement proximity.
- Bulk data uploads/updates; validation and clear error handling.
- Audit trails for view/edit/approve at all stages.

2. Employee Self-Service (ESS)

- View/update personal info with approvals; view/download payslips and historical records.
- Notifications (leave approvals, announcements); track request statuses; personalized dashboards.
- Access to employment history, contracts, JD; request reference letters; loan applications.

3. Payroll & Rewards (Aviation-Specific)

- Calculate payroll with flying hours, layover allowances, international per diems; multi-currency.
- Overtime (weekly > 48 hours) and public-holiday overtime distinction; retro and adjustments.
- Integrate attendance/leave; simulate payroll; handle deductions, loans, tax, social security.

	Request for Proposal:		Page 14 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

- d) GL integration with ERP; bank file generation; dual-currency pay slips.
- e) Pension (Koshaaru) integration and tax rebate calculations.

4. Attendance, Rostering & Time

- a) Integrate with biometric devices; geolocation/geofencing; time-window restrictions.
- b) Multiple roster styles (pilot/engineering); cross-midnight duties; UTC and time-zone handling.
- c) Max/min duty hours and rest periods with real-time alerts; crew duty tracking from flight schedules.
- d) Anomaly detection; dashboards; reconciliation of planned vs actual; multi-base support.

5. Leave Management

- a) Multi-level workflows; document uploads with policy enforcement; notifications and delegation.
- b) Carry-forward/encashment/forfeiture; edits post-payroll with audit; policy violation alerts.
- c) Operational vs personal leave for crew; integration with Flight Ops (i-Flight) including data import and reports.

6. Employee Relations (Case Mgmt.)

- a) Log multiple case types with sequences; documents (photo/video/audio) and data capture.
- b) Strict RBAC; private notes; audit logs; dashboards/reports; deadlines and escalations.
- c) Visibility controls—employees see actions taken against them without sensitive details, penalties visible only to authorized roles.

7. Talent Acquisition & Onboarding

- a) End-to-end recruitment to onboarding; ATS integrated with HRIS; resume parsing and duplicate detection.
- b) Candidate portal (mobile friendly); status tracking; Outlook calendar scheduling.
- c) Manpower planning/budget; contract and JD storage; certifications/licenses/medical fitness tracking.

8. Learning & Development

- a) Training bond records, calculations, expiry notifications; license expiry tracking.
- b) Training budgets (historical and forward-looking); program management and blended learning.
- c) Course builder, catalogs, assignment with deadlines; progress tracking and analytics.

9. Performance Management

- a) Goals, continuous feedback, 360 reviews, appraisals; multiple rating models.
- b) Manager dashboards, KPI tracking, development plans, performance improvement plans.
- c) Succession planning, talent assessments, custom performance reports.

10. Benefits – Free Rebated Authority (FRA)

- a) Eligibility per policy; service milestones; retro adjustments; continuous vs cumulative service.
- b) Family member entitlements with category rules; class entitlements; validity and notifications.
- c) Requests, approvals, sequence numbers, errors on ineligibility; detailed usage reports and dashboards.

11. Uniforms & Accessories

- a) Track allocations, sizes, accessories; stock levels with thresholds; issuance history.
- b) Cost tracking; yearly budgets; detailed inventory and usage reports; payroll linkage where relevant.

	Request for Proposal:		Page 15 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

12. Insurance

- a) Identify enrolled dependents; eligibility at hire by role; notification at probation completion.

13. Integrations

- a) Secure APIs (REST/JSON and/or SOAP) for inbound/outbound data. Standard formats: Excel/CSV/HTML/XML/JSON.
- b) Attendance software API consumption; Microsoft Dynamics (365/GP/BC) financial postings with error handling and reconciliation.
- c) Digital signature integration (e.g., DocuSign/Adobe Sign) for paperless onboarding.
- d) ERP GL link for payroll figures and payables; bank file outputs in local formats.
- e) Integration with Flight Operations (i-Flight) for rosters/attendance and reporting.

14. Reporting & Analytics

- a) Standard menu-driven reports (summary/detail) with filters, sorting, grouping; export to Word/Excel/HTML/PDF.
- b) Ad-hoc reporting, dashboards, OLAP (where available); scheduling and stored report results with expiration.
- c) Point-in-time reporting; data dictionary coverage; graphics (logos) and easy catalog navigation.
- d) Role-based access to live data; run reports from anywhere; manager-level pre-formatted reports.

15. Service Levels & Support

- a) Dispute resolution: services may not be withheld during disputes; binding settlement process.
- b) Cessation of services plan to return processes to the Client on termination.
- c) Disaster Recovery & Business Continuity plans with ongoing testing and management policies.
- d) Customization support on a man-hour basis with a monthly allocation of free hours; excess at published rates with prior approval.
- e) 24x7x365 Help Desk with toll-free access; incident and request management tailored to Client functions.
- f) Security operations aligned with Client policies (user lifecycle, secure installs/backups, media destruction, confidential data protection).
- g) Confidentiality of all sensitive information against unauthorized disclosure or modification.
- h) Comprehensive SLAs for business processes and system components including deliverables, scope, response/restore targets, reporting, and penalties; repeated SLA failures allow penalty and potential exit rights.

16. Implementation, Testing & Acceptance

- a) Project governance with a jointly agreed plan, RACI, milestones, and change control.
- b) Configurations mapped to policy; data migration strategy with validation and reconciliation.
- c) Integrations developed and tested in Dev/Test/Prod with security reviews.
- d) User training per role; knowledge base and in-app onboarding materials (preferred).
- e) Acceptance criteria tied to this ER and scenario-based UAT; production readiness checklist.

17. Commercial & Legal

- a) Data ownership remains with the Client; Vendor grants necessary licenses; no lock-in for data export.
- b) Compliance with applicable laws and aviation regulations impacting HR/payroll/rostering.
- c) Audit rights for security, privacy, and SLA performance including SOC 2 and data center controls.
- d) Termination assistance and data return/secure deletion; escrow or access to documentation as needed.

	Request for Proposal:		Page 16 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

18. Deliverables

- Solution Design Documentation** (architecture, modules, integrations, security model).
- Implementation Plan** (phased timeline, resource allocation, risk & change management).
- Configured HRMS** aligned to IASL scenarios and RFP requirements.
- Data Migration** approach, and validation results.
- Integration Interfaces** (biometrics, MRPS/Koshaaru, IASL systems).
- Reports & Dashboards** per scope
- User Acceptance Testing (UAT)** plan and signed off results.
- Training** (HR, payroll, managers, employees) and knowledge base.
- Go Live Support** and stabilization report.
- Operational Manuals** and Support & Maintenance SLAs.

9.4 Demonstration Requirement

Vendors must conduct scenario-based demonstrations reflecting IASL's priorities and scoring framework. IASL applies an overall weighting across customer experience, capabilities of key functions, and then evaluates each scenario on a 1–5 scale (5=much better ... 1=worse).

- **Mandatory demo coverage includes:**
 - **Payroll Scenarios** (monthly processing, biometrics sync; MRPS/deductions; reporting; payslips incl. dual currency).
 - **Talent Management** (candidate portal; hiring/on boarding; transfers; headcount slotting).
 - **ESS & Leave** (profile changes with approvals; leave flows; announcements/policies/chatbot; employment history).
 - **Performance & PIP** (KPI thresholds; PIP lifecycle; analytics).
 - **UI/Reporting/Security** (usability; custom/scheduled reports; dashboards; RBAC, MFA, encryption, audit; 350+ users).
- **Technical Requirements**
 - **Architecture:** Scalable, secure, modular; supports web and mobile (Android/iOS) access.
 - **Data:** GDPR style privacy controls; role-based data access; full auditability (as per security requirements).
 - **Performance:** Real time or near real time integration with biometrics; responsive UI for 350+ concurrent users (as applicable).
 - **Interoperability:** Standard APIs (REST/GraphQL), SSO/MFA, secure file imports/exports (Excel/CSV/PDF).

9. Project Governance

- **Steering Committee:** IASL executive sponsor, HR lead, IT lead, vendor PM.
- **Working Groups:** Payroll, Recruitment, ESS/Leave, Performance, Reporting/Security.
- **RACI** matrix and weekly status reporting.

	Request for Proposal:		Page 17 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

9.5 Facilities to be provided by the employer

The Employer (IASL) shall provide the following facilities to the Vendor for the successful implementation of the HRMS software:

- Access to relevant IASL offices, departments, and personnel necessary for system implementation, configuration, and integration activities.
- Full cooperation and timely provision of internal documentation, workflows, and process information required for system setup and customization.
- Assistance in obtaining necessary permits, access credentials, and remote connectivity for the Vendor's implementation team.
- Facilitation of communication with internal stakeholders and third-party system providers to support integration and data migration efforts.

9.6 Proposal Requirements

Proposals must include the following information:

- Company profile and experience in implementing HRMS software solutions, particularly in aviation or regulated industries.
- Detailed approach and methodology for implementing the proposed HRMS software, including configuration, integration, training, and support.
- Timeline for implementation, including major milestones and deliverables.
- Cost proposal and payment schedule, clearly itemized by modules, services, and support.
- References from previous clients for similar projects, including contact details and project summaries.

9.7 Responsibilities of IASL:

- IASL shall provide full cooperation in facilitating the implementation and support of the HRMS software.
- IASL shall provide all relevant data, documentation, and process information necessary for the Vendor to configure, customize, and deploy the software effectively.
- IASL shall assign a dedicated focal point or Project Manager who is knowledgeable about internal processes and can coordinate with the Vendor to ensure smooth execution of the project.
- IASL shall grant the Vendor access to relevant departments, systems, and personnel required for integration, testing, and training activities.

	Request for Proposal:		Page 18 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

- IASL shall assist in obtaining necessary access credentials, remote connectivity, and any required authorizations for the Vendor’s implementation team.
- IASL shall facilitate communication with internal stakeholders and third-party system providers to support integration and data migration efforts.

9.8 Duration of the Services:

- The commencement of services (the “Effective Date”) shall begin upon signing of the contract.
- Implementation of core modules, e.g. Payroll Management, Leave Management, Talent Management and Performance Management, shall be completed within three months from the Effective Date.
- Implementation of supporting modules, including any additional agreed functionalities, shall be completed within two months following the completion of the core modules.
- The overall implementation, testing, training, and go-live activities shall be completed within a total period of 4 to 6 months from the Effective Date.
- The Vendor is expected to deliver the services efficiently and without interruption, suspension, or delay from the Effective Date.
- IASL’s official working days are from **Sunday to Thursday**, and working hours are from **08:00 to 15:00** (Maldives Time, GMT+5). All coordination and support activities should align with this schedule unless otherwise agreed.

9.9 Pricing, currency, and payments to the Vendor:

9.91 Pricing:

- The proposed price for each software module, service component, or deliverable shall be a lump sum amount listed in the Price Schedule (Section II – Schedules), in Maldivian Rufiyaa MVR. All applicable costs must be included in the stated prices.
- The Price Schedule shall clearly itemize:
- The cost of each deliverable (e.g., software licenses, implementation services, training, support),
- Any associated fees, taxes, or third-party charges.
- All proposed prices must be expressed as numerical values with clear monetary amounts.
- Pricing shall be firm, final, and clearly stated without ambiguity. No price variation will be accepted after contract signed.

	Request for Proposal:		Page 19 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

- Pricing must be inclusive of all out-of-pocket expenses, including travel, accommodation, and any other relevant costs required for the delivery of services.
- The Vendor shall bear any risks associated with currency exchange rate fluctuations. Pricing must account for such variations where applicable.
- Taxes must be clearly indicated or itemized separately in the pricing schedule.

9.92 Payments:

- Payments shall be made in Maldivian Rufiyaa (MVR) via cheque or electronic funds transfer.
- Payments to the Vendor shall be made on a milestone basis or monthly basis, as agreed in the Payment Schedule (“Payment Schedule”), with a 30-day credit period.
- The Vendor shall propose a payment schedule aligned with key project milestones (e.g., software delivery, configuration, training, go-live).
- Payments will be made within 30 calendar days of IASL receiving a valid invoice and confirming the completion of the corresponding milestone or deliverables.
- The Vendor must coordinate each invoice submission with IASL and obtain confirmation prior to submission. Invoices should be submitted at least 30 days in advance of the due date to ensure timely processing.
- IASL processes a high volume of payments daily. While the stated 30-day period is the maximum processing time, IASL will endeavor to make payments as early as possible.
- In case of any discrepancies or errors in the invoice, IASL will notify the Vendor, and both parties will work together to resolve the issue promptly.
- Each party shall bear its own taxes, fees, and charges as required by applicable law. Any fines or penalties arising from the Vendor’s negligence or non-compliance shall be borne solely by the Vendor.

	Request for Proposal:		Page 20 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

10. Bid Forms A-G

10.1. Form A - Bid application form

Description of Work:	Procurement of Human Resource Management System (HRMS) for Island Aviation Services Ltd.
Bid to:	Island Aviation Services Ltd
Address:	Island Aviation Services Limited, M. Dar Al-Eiman Building, Majeedhee Magu, Male' 20345, Republic of Maldives

Having reviewed the Request for Proposal (RFP), including the terms of reference, technical specifications, and submission requirements for the Procurement of Human Resource Management System (HRMS) for Island Aviation Services Ltd, I/we, the undersigned, hereby submit our proposal in full compliance with the stated terms and conditions.

Our proposal includes the following deliverables:

- **Solution Design Documentation** (architecture, modules, integrations, security model).
- **Implementation Plan** (phased timeline, resource allocation, risk & change management).
- **Configured HRMS** aligned to IASL scenarios and RFP requirements.
- **Data Migration** approach, and validation results.
- **Integration Interfaces** (biometrics, MRPS/Koshaaru, IASL systems).
- **Reports & Dashboards** per scope
- **User Acceptance Testing (UAT)** plan and signed off results.
- **Training** (HR, payroll, managers, employees) and knowledge base.
- **Go Live Support** and stabilization report.
- **Operational Manuals** and Support & Maintenance SLAs.

We propose to deliver the above scope of work at a total cost of:

MVR: (inclusive of all applicable taxes)

We undertake, if our proposal is accepted, to commence work in accordance with the agreed timeline and to fulfill all contractual obligations as outlined in the RFP.

We agree that this proposal shall remain valid and binding for a period of 60 days from the date of submission and may be accepted at any time before the expiration of that period.

We acknowledge that Island Aviation Services Ltd is not bound to accept the lowest or any proposal received. Unless and until a formal agreement is reached, this proposal, together with written acceptance, shall constitute a binding contract between us.

Name of Authorized Signatory	
Designation	
Company Name	
Signature	
Date	

	Request for Proposal:		Page 21 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

10.2. Form B - Price Schedule

Procurement of Human Resource Management System (HRMS) for Island Aviation Services Ltd	
Item Description	Price (MVR)
Software Licenses / Subscription	
Implementation Services	
Customization (Total customization cost must clearly reflect the customization or any 3 rd party costs stated in the Software Cross-Match sheet)	
Support & Maintenance	
Training	
Sub Total (Exclusive of tax)	
Applicable Taxes	
Total	

Note: All rates shall be quoted in MVR and shall be the applicable Net amount payable to the vendor at the time of settlement.

Payment Terms:

All payments under this contract shall be made in Maldivian Rufiyaa (MVR) and must be inclusive of all applicable taxes, including GST. The payment structure will follow a milestone-based schedule aligned with deliverables.

Invoices must be submitted upon completion of each milestone and must be accompanied by formal acceptance confirmation from IASL. IASL will process payments within thirty (30) working days of receiving a valid invoice and acceptance confirmation. The successful bidder is required to provide bank details upon award of the contract. IASL reserves the right to withhold the final payment until all deliverables have been verified and accepted in full.

Name of Authorized Signatory (Person signing the proposal)	
Designation	
Company Name	
Signature	
Date	

	Request for Proposal:		Page 22 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

10.3. Form C - Related Party Disclosure

Island Aviation Services Limited
M. Dar Al-Eiman Building,
Majeedhee Magu,
Male' 20345,
Republic of Maldives

[Date]

Dear Sir/ Madam,

Project: Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)

Subject: Related Party Disclosure

With the exception of the below specified, I hereby declare that we, the party is in no way, shape or form related to Island Aviation; created either through an employer-employee agency relationship between employees or directors of Island Aviation or by way of ownership of Island Aviation Services Ltd.

Name of the Related Party	Designation of the Related Party	Relationship

Yours sincerely,

[Name of signatory]

[Title]

Note:

1. Related parties for this purpose include:

1.1. Employees or directors of the Company

1.2. Close family members of any employee/ director of the Company. Close family members here refer to spouse, including former spouse relatives, which comprise: siblings, cousins, uncles and aunts, nephews and nieces, lineal ancestors (presumably, it means parents, grandparents and other ancestors of direct lineage), lineal descendants (children, grandchildren and other direct descendants).

	Request for Proposal: Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)	Page 23 of 27	
		Tender No.:	L4-BID NO 12-2026
		Date:	04 August 2026

10.4. Form D: General Information (Business profile/Work profile)

Bidder Information

Company Name	
Registered Address	
Postal Address	
Telephone Number	
Email Address	
Website (if any)	

Legal Status of the Company

Legal Status	▪ Sole Proprietorship [] ▪ Partnership [] ▪ LLC [] ▪ Corporation [] ▪ Other:
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Registration Details

Business Registration Number	
Date of Registration	
Country of Registration	

Contact Person

Full Name	
Designation	
Phone Number	
Email Address	

Declaration

I hereby declare that the information provided above is true and correct to the best of my knowledge.

Name: _____

Designation: _____

Date: _____

Authorized Signature: _____

	Request for Proposal:		Page 24 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

10.5. Form E: Experience Records

List of all completed Contracts and supplies executed during the last 3 years.

Name of the Project with nature of work	Total Value	Contract Start	Contract Completion	Client's Name

	Request for Proposal:		Page 25 of 27	
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.:	L4-BID NO 12-2026
			Date:	04 August 2026

10.6. Form F: Litigation/ Arbitration

SI	Contract identification and matter in	Value of pending claim in MVR or any other
	Contract name: Name of Employer: Address of Employer: Matter in dispute: Total value of the Contract:	

	Request for Proposal:		Page 26 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

10.7. Form G: Declaration on Ethical Conduct and Fraud and Corruption

We the undersigned confirm in the preparation of our Bid that:

- Neither we, nor any of our employees, associates, agents, shareholders, consultants, partners or their relatives or associates have any relationship that could be regarded as a conflict of interest as set out in the Bidding Documents.
- Should we become aware of the potential for such a conflict, will report it immediately to ISLAND AVIATION SERVICES LTD.
- That neither we, nor any of our employees, associates, agents, shareholders, partners, consultants or their relatives or associates have entered into corrupt, fraudulent, coercive or collusive practices in respect of our bid or proposal.
- We understand our obligation to allow ISLAND AVIATION SERVICES LTD to inspect all records relating to the preparation of our bid and any contract that may result from such, irrespective of if we are awarded a contract or not.
- That no payments in connection with this procurement exercise have been made by us or our associates, agents, shareholders, partners or their relatives or associates to any of the staff, associates, consultants, employees or relatives of such who are involved with the procurement process on behalf of ISLAND AVIATION SERVICES LTD, Client or Employer.

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Bidder: _____

Address: _____

Phone Number: _____

	Request for Proposal:		Page 27 of 27
	Human Resources Management System (HRMS) for Island Aviation Services Ltd (Re-bid)		Tender No.: L4-BID NO 12-2026
			Date: 04 August 2026

11. Submission Checklist

This checklist is to help bidders ensure full compliance with the RFP requirements issued by Island Aviation Services Ltd.

General Requirements

- ☐ Proposal written in English
- ☐ Proposal validity: Minimum 60 days from submission deadline
- ☐ All documents signed, stamped, and authorized as required

Mandatory Documents

- ☐ Certificate of Incorporation/Registration (Certified copy)
- ☐ Company Profile
- ☐ Price Schedule (Form B)
- ☐ Project Timeline (Gantt Chart)
- ☐ Completed Bid Forms A–G
- ☐ Portfolio & Supporting Documents (Experience evidence)
- ☐ Compliance Statement (Offer made in accordance with RFP)
- ☐ Signed Declaration (Conflict of interest, ethical conduct)

Technical & Financial Content

- ☐ Detailed Implementation Approach (configuration, integration, training, support)
- ☐ Software Capabilities aligned with IASL requirements
- ☐ Cost Proposal (itemized by modules, services, support)
- ☐ Payment Schedule aligned with milestones
- ☐ References from previous clients (with contact details)
- ☐ Demo Presentation readiness (if requested)

Submission Details

- ☐ EOI Registration Deadline: 11 August 2026, 23:59 hrs
- ☐ Proposal Submission Deadline: 26 August 2026, 14:00 hrs
- ☐ Venue: Procurement Office, 1st Floor, H. Silversand, Kalaafaanu Hingun, K. Male', Maldives
- ☐ Late submissions will be disqualified

Additional Notes

- ☐ Ensure one bid per proponent
 - ☐ Prices in Maldivian Rufiyaa (MVR), inclusive of all taxes
 - ☐ All communications via official email channels only
 - ☐ Appeals/complaints within 5 days of bid opening or award notification
- Note:** Failure to submit any of the mandatory documents may result in disqualification. Ensure all documents are signed, complete, and submitted before the deadline.

For clarifications, contact via mail:

To: azka4513@iasl.aero

CC: mohamed.ziyau@iasl.aero , mohamed.shae@iasl.aero