Request for Quotation (RFQ): Institutional Development Index and Data Management (IDI-DM)

Issued by:
Social and Resource and Development Fund,
Department of Finance, Central Tibetan Administration

Date of Issue: 9th March, 2026

Target: Specialised Consultancy Firms or Individual Consultants

Location: Central Tibetan Administration (CTA) / Remote with On-site visits as required.

Expected Timeline: 24 months

Item	Details
RFQ Reference	IDI-DM-2026-001
Deadline for Clarification Questions	March 21st, 2026
Submission Deadline	March 31st, 2026 05:00pm IST
Submission email	sardproject18@tibet.net or sardfund@tibet.net

All communications regarding this RFQ must be send via encrypted email and must include the solicitation title, ***Request for Quotation No. IDI-DM-2026-001*** *in the subject line.*

Part 1. Project Overview

The Institutional Development Index and Data Management (IDI-DM) program aims to modernize the data landscape of the Central Tibetan Administration (CTA). This program seeks to move beyond siloed data by implementing an interoperability framework, ensuring secure, decentralised data exchange and real-time visualisation for CTA leadership. We are seeking consultancy services to lead the audit, structuring, and centralisation of departmental data, alongside the development of Standard Operating Procedures (SOPs) and institutional capacity building.

Part 2. Scope of Work Summary:

The consultancy is divided into four primary components spanning a two-year timeline:

Component 1: Data Audit, Governance, and Structuring (Year 1)

- **1A: Data Audit:** The service provider will conduct a comprehensive examination of existing datasets, starting with 2-3 pilots and expanding to all 13 departments/offices. This includes identifying redundancies, archiving legacy data, and mapping the data landscape.
- **1B: Data Governance Framework (Parallel Track):** In parallel with the audit, the consultant will establish a formal data governance structure. This includes defining data ownership, accountability roles (Data Stewards/Custodians), and drafting policies for data quality, privacy, and lifecycle management to ensure long-term institutional integrity.

- **1C: Data Cleaning and Structuring:** Following the audit and guided by the new governance policies, the service provider will support departmental teams in refining datasets—removing errors and structuring them for improved interoperability and usability.

Component 2: Centralized Database Development (Year 1)

- Conduct a systems study to capture unique departmental requirements.
- Collaborate with Tibetan Computer Resource Centre (TCRC) of CTA to build a secure, centralized repository with department-specific segments and controlled access.
- Develop integrated formats for data collection, storage, and analysis.
- Formulate comprehensive data management guidelines and oversee the migration of departmental data.
- Develop a standard for data interoperability where different departmental datasets can be linked via APIs.
- **Bottom-Up Data Entry Portal:** Build a user-friendly interface/platform where departmental Data Officers can feed in raw data. This must include validation checks at the point of entry to maintain the integrity established in Component 1.
- **Executive Dashboard (Top-Down):** Develop a high-level visualisation layer where Policy Makers or CTA leadership can view real-time KPIs, trends, and departmental performance to make evidence-based decisions.
- **Dual language integration:** The entire system architecture-including the bottom-up data and Entry Portal and the Top-Down Executive Dashboard—must support a **bilingual interface (Tibetan and English)**. This includes a language toggle feature, support for Tibetan Unicode, and localised data validation messages.

Component 3: CTA-Wide SOPs (Year 2)

- Craft tailored SOPs for CTA and pilot it for department's specific operational needs.
- Establish mechanisms for regular review and continuous updates of these procedures.
- Conduct dedicated capacity-building sessions on SOP application.

Component 4: Capacity Building & Training (Year 2)

- Deliver training on data-driven governance, Excel proficiency, and database utilization.
- Collaborate on a framework for sustainable, continuous improvement in data management.
- Requirement of "90-day Hypercare Support" post-launch.

Part 3. Submission requirements

For Organisations/Firms:

- **Company Profile:** Brief history, legal registration, and core competencies.
- **Team Composition:** CVs of the Lead Consultant and Technical Support Team who will be assigned to this project.
- **Methodology Statement:** A maximum 4-page technical approach detailing what will be firm's approach to this project implementation based on the details outlined in the Annexure (A).
- **Financial Proposal:** Milestone-based fee structure (inclusive of all taxes).
- **Organizational References:** Contact details for two previous institutional clients.

For Individual Consultants:

- CV/Portfolio: Highlighting similar projects successfully completed.
- Financial Proposal: A breakdown of the monthly/milestone-based consultancy fee.
- Methodology Statement (Technical Proposal): A brief narrative (max 4 pages) explaining your specific approach to this project based on the details outlined in Annexure (A).
- References: Contact details for two professional references.

Part 4. Required Qualifications

- **Experience:** Proven 6+ years of relevant experience in Database Design, Systems Analysis building large scale infrastructure applications or similar technical experience..
- **Programming:** Strong proficiency in programming languages such as PHP, Python, or Ruby.
- **Engineering Standards**: Experience building maintainable and testable code bases including API design and unit testing techniques.
- **Specialised Skills:** Proven experience in database design, systems Analysis and advanced microsoft excel
- **Architecture:** Exposure to the architectural patterns of large-scale software applicaitions.
- **Governance:** Experience in drafting SOPs and conducting professional capacity-building workshops.
- **Contextual Knowledge:** Prior experience working with multi-departmental governmental or non-profit structures (Experience with CTA is a plus).

Part 5. Evaluation Criteria:

Criteria	Weight
Technical Expertise: Experience in data auditing and DMS development	40%
Methodology Statement: Clarify and feasibility of the proposed work plan and approach	30%
Financial Proposal: Cost-effectiveness and value for money	20%
Communication Skills: Ability to facilitate training and collaborate with stakeholders	10%

Part 6: Special Terms and Conditions

1. Intellectual Property (IP) & Final Ownership

All deliverables produced under this consultancy—database architectures, SOP manuals, and policy frameworks—shall be the exclusive property of the SARD, CTA. Full transfer of IP rights occurs upon milestone payment.

2. Data Confidentiality & Security

- NDA: Selected consultants must sign a formal Non-Disclosure Agreement before accessing any departmental data.
- Security Standards: Systems must implement AES-256 encryption for data at rest and TLS 1.3 for data in transit. The architecture must align with ISO/IEC 27001 principles.

3. Technical Stack & Infrastructure

The system will be hosted on CTA local server. Consultants must demonstrate proficiency in the following stack:

- Backend: PHP. Laravel
- Database: PostgreSQL/SQL Server
- Frontend: React
- Interoperability: RESTful APIs / Secure Data Exchange protocols.

4. Exit Strategy & Sustainability

To ensure the IDI-DM program is not disrupted, the consultant must provide a Transition Handover Document and all administrative credentials upon completion or termination of the contract.

Annex A: IDI-DM Program Description

Annex B: Price Schedule Template

The bidder must complete the following table. All costs should be inclusive of taxes and overhead.

Phase / Deliverable	Estimated Timeline	Fixed Fee (USD/INR)
Phase 1: Governance & Assessment (Audit Reports, Governance Policy, RBAC Design)		
Phase 2: Infrastructure & Development (Cloud Setup, DMS Customization, Data Cleaning)		
Phase 3: Capacity Building & SOPs (Train the Trainers, User Manuals, SOP Drafting)		
Phase 4: Implementation & Scaling (Dashboard Launch, Final Evaluation, Handover)		
Year 2: Ongoing Support & CTA-wide Rollout (Refinement, Scaling to all CTA Depts and Offices)		
Total Contract Value		

Part 7. Payment Milestone Schedule:

Payments will be released upon the formal approval of the following key milestones:

- 10% upon signning of contract agreement.
- 20% upon completion of the Data Audit and Governance Policy (Phase 1).
- 30% upon successful System Prototype, System Design and Data Migration (Phase 2).
- 15% upon completion of Departmental Training and SOP Manuals (Phase 3).
- 15% upon submission of the Final Sustainability Framework and Handover (Phase 4/Year 2)
- 10% upon completion of 90day Hypercare support post Handover.

Part 8. Proposal Submission Instructions:

- Proposals must be submitted in PDF format to the designated email address.
- Bidders must include a signed Conflict of Interest Disclosure statement.
- The CTA reserves the right to accept or reject any proposal and to annul the selection process at any time without incurring liability.
- Applications received after the closing date will be rejected.

For further queries, contact:

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Institutional Development Index and Data Management

PREPARED BY
Social and Resource Development Fund, CTA

Program Description

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1) Project Overview

The Central Tibetan Administration (CTA) is committed to providing modern, transparent, and effective governance for the Tibetan diaspora. At the heart of this mission is the Social and Resource Development Fund (SARD)—the nodal agency responsible for mobilising resources and coordinating development efforts. To ensure that the CTA's various departments and autonomous bodies can meet the challenges of the 21st century, SARD has launched the Institutional Development Index and Data Management (IDI-DM) project. The IDI-DM initiative represents a strategic shift toward a data-driven governance model. Rather than viewing administrative diversity as a barrier, this project seeks to unify the CTA's departments and autonomous bodies under a cohesive digital framework. The IDI-DM initiative is not just a technical upgrade; it is a commitment to institutional resilience. By adopting global standards in data management, the CTA is ensuring that its administration remains agile, secure, and deeply responsive to the needs of the Tibetan community.

2) Key Objectives

- **Establish Unified Data Governance:** Formulate standardised policies/strategies/guidelines to harmonise data management across all departments and autonomous bodies and enable smooth transitioning to digital mode and take advantage of emerging systems like AI.
- **Digital Integration & Centralisation:** Transition from manual tracking to a secure, centralised digital ecosystem to ensure data integrity. The system must feature a bilingual interface (Tibetan and English) with a dedicated language toggle and full support for Tibetan Unicode to ensure institutional accessibility
- **Capacity Building:** Address the technical skill gap by providing specialised training for personnel on managing complex data systems.
- **Standardised Collection & Processing:** Implement uniform protocols to eliminate fragmentation and ensure high-quality inputs.
- **Enhanced Monitoring & Evaluation (M&E):** Deploy data-driven tools to track departmental performance and project outcomes in real-time.
- **Evidence-Based Decision Making:** Shift the CTA toward a model of modern, transparent, and data-driven governance.

3) Success Indicators (KPIs)

Parameter	Key Success Indicator
System Integration	Migration of at least 80% of records to the centralized digital ecosystem.
Operational Synergy	Adoption of a Unified Data Governance Policy by all administrative entities.
Technical Capacity	Minimum of two designated data focal points per department certified in the new workflow.
Reporting Efficiency	Reduction in cross-departmental reporting time from weeks to 48 hours.
Evidence-Based Policy	70% of new policy proposals to include data-backed rationales.

4) Resource Requirements

- **Infrastructure:** Secure Cloud Servers- AWS/Azure (if required) or CTA's Local server, Data Management Software (DMS) licensing, and End-to-End Encryption tools.
- **Personnel:** A Lead Data Governance Officer, Technical Support Team (IT), and specialised External Consultants for the IDI implementation.
- **Training:** Budget for "Digital Literacy" certifications, technical seminars, and the creation of Standard Operating Procedures (SOPs).
- **Hardware:** High-performance workstations for departmental Data Champions to handle heavy data processing if required.

5) Implementation Timeline (24 Months)

(Tentative schedule: The vendors are free to submit suitable and realistic schedule)

- **Y1 (Assessment & Governance):** Conduct IDI baseline audit across CTA departments and offices; finalise Unified Data Governance Policy.
- **Y1 (Infrastructure & Design):** Procure cloud hosting(If required); customise the digital platform; begin legacy data cleaning (Excel to SQL).
- **Y2 (Capacity & Migration):** Execute staff training workshops; migrate cleaned data to the central ecosystem; perform User Acceptance Testing (UAT).
- **Y2 (Optimisation & M&E):** Launch real-time M&E dashboards; conduct first quarterly review; finalise automated reporting workflows.

6) Risk Assessment & Mitigation

Potential Risk	Impact	Mitigation Strategy
Institutional Resistance	High	Conduct leadership workshops to demonstrate departmental benefits.
Technical Skill Gap	Medium	Implement a tiered training program and a dedicated Help Desk.
Data Security Concerns	High	Deploy Role-Based Access Control (RBAC) and regular security audits.
Sustainability/Turnover	Medium	Create comprehensive digital manuals and SOPs to retain institutional knowledge.

6.1 **Overcoming Institutional Resistance**

The transition from siloed data management to a centralized system requires a shift in organizational culture. Resistance will be mitigated through:

- Value-Driven Demonstrations: Pilot departments will receive customized "Benefit Profiles" showing how the system automates and eases their specific data collection, collation, and reporting burdens.
- Leadership Mandates: The project will operate under a formal Charter/policy/strategy/guidelines signed by the leadership of the pilot departments to ensure cross-departmental cooperation.
- Participatory Design: A "Pilot User Group" (PUG) will be established to provide monthly feedback, ensuring the system is co-created with the end-users rather than imposed upon them.

6.2 **Closing the Technical Skill Gap**

A lack of data literacy and specialised data personnel is a primary barrier. The project will deploy a "Continuous Learning" model:

- Tiered Training Curriculum: Training will be segmented by function—Foundational (for data entry), Analytical (for M&E officers), and Strategic (for department heads).
- On-the-Job Support (OJS): Technical mentors will be embedded within pilot departments during the initial 30-day "Go-Live" phase to provide real-time troubleshooting.
- Certification Standards: Competency assessments will be conducted post-training, with "Data Champion" certifications issued to staff to institutionalize expertise.

6.3 **Managing Data Security & Access Concerns**

To ensure the integrity and confidentiality of institutional information, the IDI-DM system will utilize a Role-Based Access Control (RBAC) framework governed by the Principle of Least Privilege (PoLP). Under this policy, access to data is not granted by individual identity, but by defined administrative roles—such as Department Admin, Data Contributor, or officer—ensuring that personnel only interact with the information necessary for their specific job functions.

A key feature of this architecture is Multi-Tenant Logical Isolation, which provides a "virtual silo" for each CTA's Administrative entities. This ensures that while all data resides in a secure, centralised cloud or local ecosystem, the records of one department remain invisible and inaccessible to unauthorised users from another. Furthermore, the system will maintain a permanent Digital Audit Trail, logging all access attempts and modifications to ensure full accountability and transparency across the CTA's digital landscape.

6.4 **Ensuring Sustainability & Knowledge Retention**

To prevent project collapse due to staff turnover, the following measures will be institutionalized:

- Visual Standard Operating Procedures (SOPs): Creation of a digital library featuring short video tutorials and one-page "quick-start" guides for all system functions.
- Internal Knowledge Base: A searchable wiki-style platform will be integrated into the DMS to store technical documentation and troubleshooting history.
- Phased Technical Handover: A transition plan will move system administration duties from external consultants to the internal CTA IT department to ensure full sovereign control of the ecosystem.
- Post Project cost implications Report: At least 5 years post project cost implications report is required during or prior to final Technical Handover.
- Explicitly require "Source Code Documentation," "API Documentation," and a "Database Schema Map.
- 6-month warranty or support period to ensure the TCRC/CTA is fully comfortable before the External consultant team departs.

7) Key Project Activities:

7.1 **Governance & Assessment Phase**

- **Activity 7.1.1:** Pilot Department Selection & Sensitization: Formally identify the three pilot departments and hold kick-off meetings with their leadership to align on goals.

- **Activity 7.1.2:** Baseline IDI Audit: Conduct a comprehensive audit of existing data formats (Excel, paper, legacy DBs) and staff skill levels starting from first few pilot depts.
- **Activity 7.1.3:** RBAC Framework Design: Map out the specific roles and permission levels (Admin, Editor, Viewer) required for the pilot departments subsequently to other Departments.
- **Activity 7.1.4:** Policy Drafting: Draft the "Unified Data Governance Policy" specifically for the pilot phase and eventually CTA as a whole, outlining data ownership and sharing protocols.

7.2. **Infrastructure & System Development**

- **Activity 7.2.1:** Cloud Environment Setup: Provision and secure the centralized cloud server with end-to-end encryption.
- **Activity 7.2.2:** Prototype Module Customization: Customize the Data Management System (DMS) modules to match the unique workflows of the pilot departments (e.g., Health, Education, or Finance).
- **Activity 7.2.3:** Data Cleaning & Standardization: Clean legacy Excel data from pilot departments to ensure it meets the new standardized digital format.
- **Activity 7.2.4:** Security & Penetration Testing: Conduct a "stress test" of the RBAC system to ensure no data leaks between the autonomous NGOs and central departments.
- **Activity 7.2.5:** End-to-end development of a centralized database: Beginning with a systems study to capture unique departmental requirements. In collaboration with the Tibetan Computer Resource Centre (TCRC), the project will establish a secure repository featuring department-specific segments, controlled access, and integrated formats for data collection and analysis. This includes formulating comprehensive data management guidelines to oversee the migration of departmental data and establishing a standard for interoperability using RESTful APIs. The technical infrastructure will feature a "Bottom-Up" Data Entry Portal for departmental Data Officers with built-in validation checks, as well as a "Top-Down" Executive Dashboard for real-time KPI visualization to support evidence-based decision-making by CTA leadership. To ensure institutional accessibility, the entire architecture must support dual-language integration (Tibetan and English), including a language toggle, Tibetan Unicode support, and localized validation messages.

7.3. **Capacity Building & Training**

- **Activity 7.3.1:** "Train the Trainers" Workshop: Provide advanced technical training to 6-9 designated "Data Champions" from the pilot departments.
- **Activity 7.3.2:** User Manual & Video SOP Creation: Develop multilingual, easy-to-follow digital guides and short video tutorials for the new platform.
- **Activity 7.3.3:** Departmental "Go-Live" Support: Provide intensive, on-site technical assistance during the first 30 days of live data entry in the pilot units.

7.4. **Implementation, M&E, and Scaling**

- **Activity 7.4.1:** Real-Time Dashboard Launch: Deploy automated M&E dashboards for pilot department heads to view their departmental progress.
- **Activity 7.4.2:** Quarterly Performance Review: Analyze pilot system usage data and user feedback to identify technical bottlenecks.
- Activity 7.4.3: Final Pilot Evaluation Report: Produce a comprehensive "Lessons Learned" document and a refined scaling strategy for the CTA-wide rollout in Year 2.
- Activity 7.4.4: Stakeholder Dissemination Meeting: Present the pilot results to the Kashag (Cabinet) to secure approval for the full-scale implementation.

8) Budgeting Narrative & Financial Justification

The proposed budget represents a strategic investment in the CTA's long-term operational efficiency. By moving away from "siloed" and manual data entry, the CTA will reduce administrative man-hours by an estimated 30-40%, significantly lowering the cost of reporting and error correction. The focus on "training the trainers" ensures that this is a sustainable project, reducing future reliance on external consultants. Ultimately, the IDI-DM initiative provides the secure, modern infrastructure necessary for the CTA to operate as a high-functioning, data-driven institution in a digital-first world.

9) Budget Allocation Breakdown

Activity Stream	Allocation	Key Cost Drivers
Technical Infrastructure	30%	Cloud Hosting (if required), DMS system design and Development, DMS customisation, and security encryption.
Human Capital & Consultants	40%	Developer, Data Governance Officer, and Specialised Technical team.
Capacity Building	20%	Training workshops, Data Governance Policy, SOP video production.
Operations & Migration	10%	Data cleaning services, Data operations & Migration

10) Conclusion: Toward a Data-Informed Future

The IDI-DM initiative represents a fundamental shift in the Central Tibetan Administration's operational DNA. By moving from fragmented, manual tracking to a unified, secure, and bilingual digital ecosystem, the CTA is not merely upgrading its system—it is institutionalising transparency and efficiency.

Success in this endeavour will provide leadership with the real-time insights necessary to serve the community with greater precision and foresight. As we conclude the 24-month implementation phase, the transition to full internal sovereign control ensures that the IDI-DM framework remains a permanent pillar of CTA's governance for years to come.