Request for Proposal (RFP) for

Setting up a Project Management Unit (PMU) for planning and implementation of State Data Integration Platform

Reference number: DGGIT/PMU-SDIP/2026/1

Department of Good Governance and Information Technology,

Government of Punjab

D-241, Phase 8B, Sector 74, Mohali, 160071

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1. Document control sheet

SN	Particulars	Details
1	Document reference number	DGGIT/PMU-SDIP/2026/1
2	Date & time for the start of sale of e-tender	09.07.2026 at 10:00 Hrs
3	Date and time for submission of queries through email.	14.07.2026 till 5:00 pm (No queries will be entertained after the above mentioned date/time).
4	Date and time for pre-bid meeting	15.07.2026 at 14:00 Hrs
5	Last Date and time for submission of bids	29.07.2026 at 14:00 Hrs
6	Date, time and venue of opening of pre-qualification bids	30.07.2026 at 11:00 Hrs
7	Date and time of opening of technical bids	To be intimated later
8	Date and time of opening of financial bids.	To be intimated later
9	Address for communication, pre-bid meeting and opening of bids	Department of Good Governance and Information Technology, D - 241, Phase 8B, Sector – 74, Mohali – 160071
10	Cost of tender document (online payment)	₹2,000/- (Rupees Two thousand only) + processing fee as mentioned on State e-Procurement portal https://eproc.punjab.gov.in
11	Earnest Money Deposit (online mode)	₹11,00,000/- (Rupees Eleven lakh only)
12	Contact details	Sh. Manish Thakral, AM Mob:+91-94651-07614, Email: manish.thakral@punjab.gov.in
13	Website for tender reference	https://dit.punjab.gov.in/ and https://eproc.punjab.gov.in/
14	Selection Method	QCBS (70:30 – Technical: Financial)

Note: All corrigendum / addendums / clarifications regarding this tender shall be posted on the above mentioned websites only. No other communication or advertisement will be given.

2. Definitions

Unless the context otherwise requires, the following terms whenever used in this tender have the following meanings:

2.1.1. "**Bid**" means a proposal submitted by bidders in response to this tender document.

2.1.2. "**Bidder**" means a firm/company/business entity which submits a bid in response to this tender.

2.1.3. "**BFAIR**" means Building Fiscal and Institutional Resilience Project supported by World Bank for Punjab.

2.1.4. "**Committee**" means the committee constituted by the Client for evaluation of bids submitted against this tender.

2.1.5. "**Client**" or "**DGGIT**" means Department of Good Governance and Information Technology, Government of Punjab.

2.1.6. **"Consulting Agency"** means the selected bidder responsible for providing qualified manpower (as part of PMU) and delivering advisory, technical, and project management services for the establishment, implementation, and operationalization of the State Data Integration Platform (SDIP), in accordance with the terms of this tender.

2.1.7. "**Contract**" refers to a contract which shall be entered between Client and the Successful Bidder.

2.1.8. "**Parties**" means Client and PMU collectively.

2.1.9. "**PRC**" means the *Project Review Committee* to be constituted by the Client for conducting periodic performance reviews of the PMU. The PRC shall assess the overall quality, compliance, timeliness of deliverables / tasks etc. under each Phase.

2.1.10. "**Project Management Unit (PMU)**" means the team deployed by the "Consulting Agency".

2.1.11. "**PSDP**" refers to Punjab State Data Policy.

2.1.12. **"QCBS"** refers to Quality-cum-Cost Based Selection

2.1.13. "**SDIP**" refers to the State Data Integration Platform.

2.1.14. "**SI**" or "**System Integrator**" refers to the firm / company / business entity that the PMU will help to onboard for implementation of SDIP.

2.1.15. "**Successful Bidder**" refers to the bidder selected through competitive selection process in pursuance of this tender document.

2.1.16. **“Similar Work”** shall mean consultancy and/or Project Management Unit (PMU) services provided for Central/State Governments, Union Territories, Government Departments, PSUs, Government Agencies, Statutory Bodies, Public Sector Banks or Financial Institutions, or any foreign government or foreign government entity in the areas of IT, ITeS, e-Governance, or digital transformation projects. However, assignments that are solely or predominantly for manpower supply, staffing, resource augmentation, deputation, or placement services shall not be considered as Similar Work.

2.1.17. **‘World Bank’:** means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).

2.1.18. **‘Anti-Corruption Guidelines’:** The World Bank’s Guidelines on Preventing and Combating Fraud and Corruption in the Program for Results Financing dated February 1, 2012 and revised July 10, 2015.

3. Scope of Work

3.1. Introduction

3.1.1. Punjab is one of the first states in the country to formulate a comprehensive data policy. The Punjab State Data Policy (https://punjab.gov.in/policies/) is a pathbreaking move to accelerate the efficient and optimal use of data for governance.

3.1.2. The Punjab State Data Policy (PSDP) was introduced in 2020, which aims to establish a structured approach to data management across government departments, promoting data-driven governance for enhanced service delivery. The policy sets standards for data collection, sharing, and usage while ensuring privacy, security, and compliance with legal frameworks. By promoting interoperability and reducing redundancy, the PSDP seeks to optimise the use of government data to drive inclusive socio-economic development and improve decision-making processes. PSDP is aligned with national policies and emphasises transparency, accountability, and the responsible use of data for public benefit. Further, Punjab State Data Guidelines were issued in 2022

3.1.3. Following the introduction of PSDP, the Punjab State Data Integration Platform (SDIP) has been envisioned as a unified digital platform to operationalize one of the objectives of the PSDP, enabling real-time integration and sharing of data across government departments for all residents of the State. It shall provide a secure, scalable, and interoperable infrastructure that allows for seamless collaboration and data exchange, ensuring that government services are delivered efficiently and effectively. SDIP shall also support data harmonisation and enhance the ability to monitor and evaluate programs, empowering departments with accurate, real-time information to drive better governance outcomes.

3.1.4. SDIP has been covered in more detail in Section **7** **State Data Integration Platform (SDIP)** of this document.

3.1.5. In order to ensure smooth implementation of the SDIP, the Department of Good Governance and Information Technology (DGG&IT) proposes to set up a Project Management Unit (PMU) initially for a period of 2 years and 5 months. Accordingly, the Department invites bids from interested parties for establishing and operating the PMU as per the timelines specified in Section 3.4. The engagement may be extended on the same terms and conditions, subject to satisfactory performance, for an additional period of up to one year, in extensions of six months each, or for such duration as may be decided by the Client, at the sole discretion of the Client.

3.2. Detailed Scope of Work

The PMU shall work on the given phases and complete them to the satisfaction of the client within the proposed timelines. The below-mentioned phases outline the core deliverables required for the implementation of the State Data Integration Platform (SDIP). However, these deliverables are indicative, and not exhaustive in any form. The Client reserves the right to ask for any additional expertise, information, or support depending on the requirement, for the successful implementation of the SDIP.

3.2.1. **Phase 1(a) - Review, Finalization, and Execution of the System Integrator (SI) RFP**

The Client has already drafted a Request for Proposal (RFP) for selection of the System Integrator (SI). This Draft shall be shared only with the PMU upon onboarding.

3.2.1.1. The PMU shall undertake a detailed review, make necessary amendments, and finalize in the Draft RFP prepared by the Client to ensure its completeness, clarity, internal consistency, and overall technical soundness. The PMU shall also review and amend the budget estimates for the SI RFP.

3.2.1.2. The PMU shall manage the bid process for selection of the SI including pre-bid management, bid evaluation assistance, and Master Service Agreement (MSA) finalisation.

3.2.1.3. Once the MSA is signed, the PMU will facilitate a smooth transition from procurement to implementation phase, enabling commencement of SDIP development without delay.

Expected Deliverable: The PMU shall deliver end-to-end support for the finalization of the Request for Proposal (RFP) and the selection of the System Integrator (SI) in a structured and time-bound manner. This shall include submission of a detailed gap analysis report on the draft RFP, followed by a revised and finalized RFP document that is comprehensive, internally consistent, and aligned with applicable best practices. During the procurement phase, the PMU shall provide all necessary bid process management support, including preparation of pre-bid documents, consolidation and response to bidder queries, issuance of corrigenda, and submission of bid evaluation reports covering technical and financial assessments along with a final recommendation for award. The PMU shall further support the drafting, negotiation, and finalization of the Master Service Agreement (MSA), ensuring alignment with the RFP and safeguarding the Client's interests. Post contract award, the PMU shall facilitate a smooth transition to the implementation phase by providing key deliverables such as a project kick-off framework, validated implementation plan, governance and reporting structure, and initial risk and issue registers, thereby enabling timely commencement of SDIP development.

3.2.2. **Phase 1(b) - Finalization of the Design & Architecture framework for the State Data Integration Platform (SDIP)**

3.2.2.1. While the SI onboarding is in progress, the PMU shall also undertake a baseline study to map department database readiness, review existing documents, and finalise the design & architecture framework for the SDIP. ***Note:*** *The Client has already initiated work on this activity, including the appointment of nodal officers in Key Identified Departments, coordination and meetings for sensitization on SDIP, preparation of framework for SDIP design and approach, drafting of the indicative core list of variables, preparation of the draft proposal for standardization of database parameters, and ongoing work on the database schema and departmental catalogues.*

3.2.2.2. The PMU shall:

A. Verify and recommend revisions, if required, in the list of core variables and their respective owner departments prepared under SDIP
B. Study the existing departmental databases including coverage levels, data types, data quality, Aadhaar authentication/seeding/vault status, data exchange mechanisms, infrastructure readiness, cloud/connectivity aspects etc. and support Departmental IT teams to ensure a transition of key variables towards a standardised and inter-operable system
C. Review applicable State and National policies required for creation of SDIP, including the DPDP Act, IT Act, UIDAI (including, but not limited to Aadhaar authentication, Aadhaar vault set-up, and any other

relevant policies, and recommend Legal, Policy, Consent and Data-Sharing Frameworks.

D. Ensure that the conceptual design and architecture incorporates security, data privacy, risk mitigation, audit controls, and compliance with applicable State and National regulations/guidelines.
E. Define a Monitoring and Evaluation Framework, including KPIs, performance benchmarks, and SLA/governance mechanisms for sustainable operations of SDIP.
F. Identify early use cases of SDIP for a phased implementation.

Expected Deliverable:

A. The PMU shall undertake a comprehensive assessment of departmental data readiness, including identification of existing datasets, evaluation of data quality, analysis of gaps, and mapping of ownership of core citizen variables across all participating departments. The PMU shall submit a **"Data Readiness Assessment & Gap Analysis Report"**.
B. The PMU shall assess the existing ICT ecosystem—covering infrastructure, cloud readiness, applications, and integration capabilities—of the initially identified 13 key departments to support the implementation of the State Data Integration Platform (SDIP). The scope of this assessment may be extended to additional departments, if required, during the course of analysis. The findings shall be documented and submitted as an "**ICT & Infrastructure Readiness Assessment Report**."
C. The PMU shall design and establish a comprehensive governance framework for SDIP, including clearly defined roles and responsibilities, inter-departmental coordination mechanisms, and a structured change management approach to ensure smooth adoption. The PMU shall submit the **"SDIP Governance & Change Management Framework Document"**
D. The PMU shall develop a legally compliant policy framework covering data sharing protocols, consent management mechanisms, privacy DPDP safeguards, and adherence to applicable State and National regulations. The PMU shall submit the **"Data Governance, Privacy & Compliance Policy Framework"**

E. The PMU shall design and standardize a Common Data Model along with a Data Linkage Framework to ensure interoperability, consistency, and high-quality data exchange across departments. The PMU shall submit the **"Common Data Model & Data Linkage Framework Document"**

F. The PMU shall identify, validate, and finalize the list of core citizen variables required for the State Citizen Register, along with clearly defined ownership by respective departments. The PMU shall submit the **"SDIP– Core Variables & Ownership Matrix Report"**.

G. The PMU shall prepare a detailed conceptual design and overall architecture for SDIP, ensuring scalability, security, privacy, interoperability, and compliance with regulatory requirements. The PMU shall submit the **"SDIP Conceptual Architecture & Solution Design Document"**.

H. The PMU shall define a robust Monitoring and Evaluation (M&E) framework, including measurable KPIs, SLAs, reporting structures, and governance mechanisms to track performance and ensure long-term sustainability of SDIP. The PMU shall submit the **"Monitoring, Evaluation & Performance Management Framework (KPI & SLA Document)"**.

The deliverables for Phase 1 shall include, but not be limited to, those specified under Clauses 3.2.1 and 3.2.2. The PMU shall complete Phase 1 within 5 months from the date of signing of the contract. All deliverables shall be subject to review and approval by the Project Review Committee constituted by the Client, in accordance with the terms and conditions of the contract.

3.2.3. Phase 2 - Overall Project Management including but not limited to, Implementation, Operations and Maintenance, and Reporting:

3.2.3.1. Project Management and Governance:

A. Coordinate with the SI to implement the finalized project management framework for SDIP across all departments of the Government of Punjab, and review the SRS and FRS (documents prepared by the SI), along with the architecture document and high-level and low-level design documents, ensuring alignment with overall project goals, timelines, and deliverables.

B. Coordinate with the departments for use case discovery, understanding their database structure/architecture/technology used to figure alignment with SDIP, and putting together a long-term project continuation, operations and maintenance strategy. DGGIT will facilitate formal communication to enable this coordination with relevant departments.
C. Perform data analytics, including exclusion / inclusion analysis as per requirement of the Client.
D. Verification of eligible beneficiaries from relevant departments.
E. The PMU shall be responsible for supporting relevant departments in the adoption of the Punjab State Data Integration Platform (SDIP) across all government departments.
F. The PMU shall formulate the detailed process/standard operating procedure for onboarding a department on SDIP.

3.2.3.2. **User Acceptance Testing (UAT), Performance & Security Testing:**

A. Support the Client in ensuring that the solution implemented by the System Integrator (SI) for the Punjab State Data Integration Platform (SDIP) complies with the functional, technical, operational, performance, and security requirements as specified in the RFP, SRS, and FRS. The PMU shall prepare the Acceptance Test Plan and review, verify, and validate detailed UAT, functional, performance, and security test cases prepared by the SI to ensure comprehensive coverage of all application, infrastructure, and integration requirements.
B. Oversee and support execution of the approved test cases and document compliance, observations, deviations, and corrective actions. It shall assess and certify the readiness of the IT infrastructure and system software deployed at the Data Centre, Disaster Recovery (DR), and SWAN environments against applicable standards, best practices, approved Bill of Materials (BoM), and SLA requirements, including review and validation of Business Continuity and Disaster Recovery (BCP/DR) arrangements. The PMU shall also review and validate performance, load, and security testing results in line with international best practices and Technology and Performance SLA requirements, including verification of the accuracy and usability of SLA monitoring tools deployed by the SI, and submit acceptance and compliance reports to the Client.

3.2.3.3. **Implementation monitoring and reporting:**

A. Monitor the implementation of SDIP in real-time, ensuring that the approved detailed designs are adhered to.

B. Provide weekly progress reports and updates to DGGIT, flagging any issues or deviations from the design, development, deployment, enhancement, operations and maintenance, and support services plan, along with proposed corrective measures, and corrective measures that have already been incorporated:

   a. The PMU shall maintain a central tracker logging in all corrective measures and their real time status

   b. The PMU shall maintain a digital project risk register in coordination with the SI, based on industry standards.

C. Track the onboarding of departments on SDIP in accordance with the planned roadmap. Live status of departments at various stages of onboarding should be available. The PMU shall systematically document the key learnings made during the process of onboarding the departments onto SDIP.

D. Track the progress of verification of eligible beneficiaries from relevant departments.

E. Ongoing Support and Feedback Mechanism: Provide continuous support for departments as they transition onto the SDIP platform. Set up a feedback loop to capture and resolve issues as they arise during the phased implementation, ensuring minimal disruptions.

F. Ensure data governance as per Punjab's State Data Policy / GoI /DPDP Act & Regulations, guidelines and standards.

3.2.3.4. **Capacity Building and Training:**

A. Ensure preparation of training plans and training content including, but not limited to adoption, data usage, and data access.

   a. Training Plan to be jointly prepared by the PMU & SI

   b. Training content to be prepared by the SI & reviewed by PMU

B. Track the implementation of training sessions and capacity-building programs for relevant stakeholders for the adoption of SDIP.

C. Track implementation of capacity building workshops for relevant personnel of DGGIT identified as part of the project continuation plan to effectively use and maintain the SDIP.

3.2.3.5. **Operations and Maintenance (O&M):**

A. Supervise & oversee the SI for the operations and maintenance of SDIP, ensuring its smooth functioning post-deployment.
B. Conduct regular meetings with the SI and Client to address any challenges and to keep the project on track according to the roadmap. Prepare and circulate the decisions taken during such meetings to the required stakeholders.
C. Propose upgrades and improvements based on system performance and evolving requirements.

3.2.3.6. **Progress Tracking:** Submit reports for the government leadership for the following purpose:

A. Monthly/Weekly reports on the SDIP operations, detailing system performance, issues faced, and corrective actions taken.
B. To track onboarding progress, beneficiary verification, training programs conducted, and the results of system audits and security tests.
C. Monthly/Weekly reports on the status of adoption of SDIP.
D. Any ad hoc report as requested by the Department

3.2.3.7. **Service Level Agreement (SLA) Monitoring:**

A. Continuously monitor SLA performance (Project implementation and O&M related), ensuring that SDIP meets the agreed-upon service levels for system uptime, issue resolution times, and other Key Performance Indicators (KPIs).
B. Ensure that any breaches of contract and SLA terms are documented and addressed promptly, with penalties applied as necessary.

3.2.3.8. **Invoice Verification and Penalty Recommendation:** The PMU shall verify the invoices submitted by the System Integrator against approved milestones, deliverables, and applicable Service Level Agreements (SLAs). Based on such verification and measurement of performance, the PMU shall submit its observations to the Department, including certification of deliverables and recommendation of applicable penalties/liquidated damages/deductions, if any.

3.2.3.9. **Corrective measures:** If the performance parameters do not conform to the required levels, the PMU shall, in coordination with the Client, notify the System Integrator (SI), propose corrective actions, and monitor their implementation.

3.2.3.10. Escalate project-related issues to the System Integrator and/or the Department, as appropriate, and monitor their resolution in a timely and effective manner.

3.2.3.11. **Expected Deliverables:**

A. A fully governed and standardized project management framework operationalized for SDIP across all participating departments of the Government of Punjab.

B. Seamless inter-departmental integration with SDIP, supported by a clearly defined onboarding, operations, and long-term sustainability model.

C. Verified, accurate, and auditable beneficiary datasets enabling reliable service delivery and analytics-driven decision-making.

D. Measurable and consistent adoption of SDIP by departments, supported by standardized SOPs and institutionalized onboarding processes.

E. Real-time visibility into project progress, risks, corrective actions, and compliance status through centralized trackers and risk registers.

F. Timely identification and resolution of implementation, operational, and maintenance issues, ensuring adherence to approved designs, timelines, and quality benchmarks.

G. Documented institutional learnings and best practices from department onboarding to support scalability and future rollouts.

H. Established feedback and support mechanisms resulting in minimal disruption during phased adoption of SDIP by departments.

I. Compliance with Punjab State Data Policy and applicable Government of India data governance, security, and interoperability standards.

J. Enhanced institutional capacity across departments and DGGIT through structured training, enabling effective use, governance, and maintenance of SDIP.

K. Executive-level dashboards and periodic reports providing leadership with actionable insights on adoption, performance, risks, and compliance.

L. Transparent and enforceable SLA compliance, ensuring agreed service levels, accountability of the System Integrator, and timely corrective actions for any deviations.

M. Verification of invoices and penalties recommendation within 5 working days of invoices being raised by SI.

N. The PMU shall undertake the tasks already as outlined above. Further, the Client may assign additional monthly tasks related to the implementation of SDIP.

The performance in terms of timeliness and quality against the deliverables and monthly tasks shall be subject to review, approval and imposition of penalties by the Project Review Committee constituted by the Client.

3.3. Resource requirements

3.3.1. The PMU will have to mandatorily deploy seven (07) “Core Resources” as per table below:

SN	Type of Resource	No. of resources	Minimum Qualification	Experience	Remarks
1.	Project Director	1	i) B.E. / B. Tech. / MCA **AND** ii) MBA	Minimum 15 years of consulting experience in IT/ITeS/eGovernance/ Digital Transformation, out of which at least 7 years should be relevant experience in projects involving enterprise level data integration	Minimum 20% onsite (Must visit onsite at least once every week)
2.	Project Lead	1	i) B.E. / B. Tech. / MCA **AND** ii) MBA **AND** iii) any one of the below certifications: ● PMP (Project Management Professional Project	Minimum 10 years of overall experience, out of which at least 7 years should be relevant experience (as per similar work definition) in projects in similar role / equivalent role (Project Manager / Project Lead / PMU	100% onsite

SN	Type of Resource	No. of resources	Minimum Qualification	Experience	Remarks
			Management Institute, PMI), ● PRINCE2 Practitioner, ● PgMP (Program Management Professional PMI), ● Certified Scrum Professional (CSP) / SAFe Agilist	Head, etc.)	
3.	Consultant	2	B.E. / B. Tech. / MCA	Minimum 6 years of overall experience, out of which at least 4 years should be relevant experience in projects as per similar work definition	100% onsite
4.	Solution Architect	1	i) B.E./B.Tech in Computer Science/IT OR MCA **AND** ii) Relevant Certification (any one of the below): ● TOGAF (Foundation or Certified), ● CDMP (Certified Data Management Professional – DAMA), ● AWS / Azure / GCP Certified	Minimum 7 years experience as Solution Architect	50% onsite: (Must visit onsite for at least 5 working days in each two weeks period)

SN	Type of Resource	No. of resources	Minimum Qualification	Experience	Remarks
			Solutions Architect, ● Cloudera / Databricks Data Architect ● *equivalent industry-recognized data architecture certification*		
5.	Database Administrator (DBA)	1	i) B.E./B.Tech in Computer Science/IT OR MCA ii) Mandatory Certification: Oracle/MongoDB/MS SQL Server or equivalent enterprise Certification	Minimum 7 years experience in Database Administration/ Management	100% onsite
6.	Procurement Expert	1	i) MBA ii) Relevant Certification (any one of the below): ● Certified Public Procurement Professional (CIPP), ● Chartered Institute of Procurement & Supply (CIPS – Level 4 or above), ● World Bank / Asian Development Bank Procurement	Minimum 7 years experience in government procurements and tendering	100% onsite for Phase-1

SN	Type of Resource	No. of resources	Minimum Qualification	Experience	Remarks
			Certification, ● PG Diploma / Certificate in Public Procurement		

3.3.2. The Firm's Partner/Director, or an equivalent senior management representative, shall lead the overall engagement and attend meetings, as and when required, for critical discussions, reviews, or representations at the senior level of the Department, including meetings chaired by the Hon'ble Minister, Chief Secretary (CS), or Administrative Secretary, Department of Good Governance & Information Technology.

3.3.3. **Manpower Replacement: The consulting agency shall ensure continuity of the approved manpower deployed for the SDIP project throughout the contract period. The personnel whose résumés/CVs are submitted as part of the bid shall be made available for deployment for a minimum period of six months from the commencement of the contract.** Replacement of any "Core Resources", shall not be undertaken without prior written approval of the Department and shall be permitted only in exceptional circumstances beyond the bidder reasonable control such as resignation, prolonged illness, death, or proven non-performance, with at least 30 days' prior intimation. Any replacement resource shall possess qualifications, experience, and skill sets equal to or better than those of the originally approved personnel and shall strictly meet the eligibility criteria prescribed in the tender. The consulting agency shall submit complete details of the proposed replacement for approval and ensure adequate knowledge transfer and transition to avoid any disruption to project activities. All replacements shall be carried out at no additional cost to the Department. The Department reserves the right to seek replacement of any PMU personnel found to be unsuitable or non-performing, and frequent or unjustified replacements shall be treated as a deficiency in service and may attract penalties or other contractual remedies, including being considered a material breach of contract.

3.3.4. **Additional Resources**: In the event that achievement of any phase or timeline is at risk, the consulting agency shall, at its own cost, augment resources as necessary to mitigate delays and ensure timely delivery, without any additional financial implication to the Client.

3.3.5. Further, based on the utilization of the proposed Core Resources under Section 3.3.1, the Client reserves the right to direct the successful bidder to decrease the number of Core Resources. Additionally, DGGIT shall have the right to reduce the team size to a minimum required composition during Phase 2, if deemed necessary, based on an assessment of the System Integrator's work progress.

3.3.6. The deployed onsite resources must adhere to the official working hours of the Government of Punjab. Given the nature and intensity of the project, the resources may be required to work beyond official working hours, as per project requirements. The leave of deployed manpower shall not be governed by Government leave rules unless explicitly specified and shall be as per the leave policy of the successful bidder; however, all leaves must be taken with prior intimation to and approval of the Client, ensuring no impact on project deliverables and service levels. A qualified substitute resource, acceptable to the Client, shall be deployed where required.

3.3.7. Onsite resources shall be stationed at the Client location. When the resources are working onsite, they must be working dedicatedly for this project only.

3.3.8. The Client shall not be responsible for any travel, accommodation, or daily allowance expenses incurred by the deployed resources for work conducted on-site or during visits to Administrative Department offices across Punjab / Chandigarh. Laptops to the deployed manpower shall be provided by the consulting agency at its own cost.

3.3.9. The attendance of all deployed onsite resources shall be monitored and recorded using the Client's official attendance system.

3.4. Expected Timelines

SN	**Phase**	**Timeline** **T0 = signing of contract**
1.	Phase 1	T1 = T0 + 5 months
2	Phase 2**	T1 + 24 months

**Phase 2 is extendable for an additional period of up to one year, as per the terms and conditions specified in Clause 4.19.1.

3.5. Payments

3.5.1. Invoices/Payments shall be based on the actual number of days of deployment of the Core Resources during the month and as per the rates quoted by the successful bidder. Any short deployment of resources than indicated in this RFP shall be subject to deductions and penalties. The cost of any additional resources deployed by the successful bidder to accomplish the Phases within the timelines shall not be paid by the Client. All payments shall be subject to acceptance of deliverables by the PRC; and deduction of applicable penalties.

3.5.2. Cost of Core Resource for a particular month = Monthly unit rate of the Core Resource x (Number of working days for which the Core Resource is deployed / Number of working days in the concerned month).

3.5.3. **Phase 1 :** Ten percent (10%) of the total payment for Phase 1 shall be released upon successful deployment, onboarding and verification of the Core Resources as per the approved deployment plan. The remaining ninety percent (90%) of the Phase 1 payment shall be released on actual basis only upon successful completion of all activities and deliverables defined for Phase 1 and acceptance of all deliverables by the Project Review Committee constituted by the Client. The total payment for Phase 1 shall be limited to the actual cost for a period of up to five (5) months. However, if Phase 1 is extended beyond five (5) months due to reasons attributable to the Government/Client or external factors, and not attributable to the Consulting Agency, payment for the extended period shall also be made on an actual cost basis. In such cases, based on the utilization of Core Resources, the Client reserves the right to reduce the number of Core Resources to be deployed during the extended period until completion of Phase 1. All payments shall be subject to review and acceptance of the deliverables by the Project Review Committee constituted by the Client and shall also be subject to the imposition of applicable penalties, if any, in accordance with the provisions of the Contract.

3.5.4. **Phase 2 :** Payment shall be released on a quarterly basis, subject to execution and approval/acceptance of all assigned deliverables under the defined scope of work, including any monthly tasks assigned by the Client/Project Review Committee. Release of payment shall be contingent upon submission of weekly progress reports and shall be subject to imposition of applicable penalties, if any.

3.5.5. Payment to the consulting agency shall be made in Indian Rupees through account payee cheque / NEFT / RTGS.

3.5.6. All payments shall be subject to acceptance and approval of deliverables by PRC/Client.

3.5.7. All payments shall be made strictly on a pro-rata basis, wherever applicable.

3.5.8. In the event of an extension of the contract, payment shall be made on a pro-rata basis, based on the actual deployment of resources.

3.5.9. Payments shall be subject to deductions of any amount for which the consulting agency is liable under the contract. Further, all payments shall be made subject to deduction of TDS (Tax Deduction at Source) at the rate applicable from time to time as per the Income-Tax Act, 1961 and any other applicable deductions/ taxes.

3.5.10. The payment against services not rendered shall be withheld until the services are delivered and verified by the Client. Such deductions shall be separate from penalties and shall not be included in the penalty cap.

3.6. Service Level Agreement (SLA) and Penalties

3.6.1. A Project Review Committee (PRC) shall be constituted for conducting periodic performance reviews of the PMU. The PRC shall assess the overall quality, compliance, timeliness of deliverables / tasks etc. under each Phase.

3.6.2. All penalties specified herein shall be treated as liquidated damages, representing a genuine pre-estimate of loss, and shall not be construed as a penalty under applicable law. Imposition of penalties shall not relieve the Consulting Agency of its obligation to complete the scope of work. The decision of the PRC/Client in determination of delay, non-compliance, and applicable penalties shall be final and binding.

3.6.3. The SLA and Penalties shall be as under:

S.N	Activity	Penalty for delays beyond the target level
1.	Submission of PBG within 7 days of issue of Letter of Intent	Rs. 1,000/- (Rupees one thousand) per day of delay
2.	Signing of Contract within 15 days of issuance of LoI	Rs. 1,000/- (Rupees one thousand) per day of delay

S.N	Activity	Penalty for delays beyond the target level
3.	Replacement of core resources (at the time of initial deployment or during the contract) without obtaining approval from the Client	Rs. 1,00,000 (Rupees one lakh) per instance (except for death, resignation and medical reasons)
4.	During project reviews by the PRC/Client, if the assigned monthly tasks are found to be delayed	Refer Clause 3.6.4 for details
5.	Absence of core resources during the contract period without prior approval from the Client (Leaves shall be as per the Consulting Agency's leave policy; however, all planned leaves must be informed in advance and approved by the Client.)	Rs. 5,000/- (Rupees five thousand) per day per resource

3.6.4. Penalties shall be imposed separately for delays and for non-compliance / quality deficiencies, as detailed below:

3.6.4.1. **Phase 1:**

Assessment of deliverables as defined under 'Detailed Scope of Work' for Phase 1(a) and 1(b)

3.6.4.1.1.1. **Delay in Submission of Deliverables:**

A. Each delayed deliverable shall attract a penalty of 0.5% of the Phase 1 Invoice Value per week or part thereof of delay.

B. Delay shall be computed from the timeline defined in this tender for Phase I, up to the actual date of submission by the PMU.

C. Any delay attributable to re-submission, revisions, or review cycles after initial submission shall not be considered as delay under this clause and shall instead be governed under the Non-Compliance / Quality related penalty clause below.

3.6.4.1.1.2. **Non-Compliance / Quality Related Penalty**

A. Where a deliverable, though submitted within the stipulated timeline, is found to be non-compliant with defined scope, requirements, or acceptance criteria by the PRC/Client, the same shall be liable for rejection.

B. The PMU shall be provided a cure period of five (5) working days (or such extended period as may be approved by the PRC/Client) to rectify deficiencies and re-submit the deliverable.

C. In the event the PMU fails to address the deficiencies within the cure period, a penalty of 0.5% of the Phase 1 Invoice Value per instance of non-compliance shall be imposed.

D. Each instance of non-compliance shall be recorded against the respective deliverable and may be invoked for each failed cure cycle, if deficiencies persist.

E. Imposition of Non-Compliance / Quality related penalty shall be independent of and without prejudice to any penalty due to delay in submission of deliverables, where applicable.

NOTE: *The penalty per deliverable under Phase 1, on account of delays and/or for non-compliance / quality deficiencies shall be subject to a cap of 3% of the Phase 1 Invoice Value*

3.6.4.2. **Phase 2:**

Assessment of deliverables as defined under 'Detailed Scope of Work' for Phase 2, including monthly tasks assigned, periodic (weekly & monthly) progress reports, SI's invoices vetting, SLA reports & penalty calculation/vetting etc. or any other targets proposed by the PRC/Client.

3.6.4.2.1.1. Delay in Submission of Deliverables / Monthly Tasks / Reports

A. Each delayed deliverable / assigned monthly task / report shall attract a penalty of 0.5% of the Quarterly Invoice Value per week or part thereof of delay.

B. Delay shall be computed from the due date of each deliverable, up to the actual date of submission by the PMU.

C. Any delay attributable to re-submission, revisions, or review cycles after initial submission shall not be considered as delay under this clause and shall instead be governed under the Non-Compliance / Quality related penalty clause below.

3.6.4.2.1.2. **Non-Compliance / Quality Related Penalty**

A. Where a deliverable / task / report, though submitted within the stipulated timeline, is found to be non-compliant with defined scope, requirements, or acceptance criteria by the PRC/Client, the same shall be liable for rejection.
B. The PMU shall be provided a cure period of five (5) working days (or such extended period as may be approved by the PRC/Client) to rectify deficiencies and re-submit the deliverable.
C. In the event the PMU fails to address the deficiencies within the cure period, a penalty of 0.5% of the Quarterly Invoice Value per instance of non-compliance shall be imposed.
D. Each instance of non-compliance shall be recorded against the respective deliverable and may be invoked for each failed cure cycle, if deficiencies persist.
E. Imposition of Non-Compliance / Quality related penalty shall be independent of and without prejudice to any penalty due to delay in submission, where applicable.

NOTE: *The penalty per deliverable under Phase 2, on account of delays and/or for non-compliance / quality deficiencies shall be subject to a cap of 3% of the respective Quarterly Invoice Value*

3.6.5. The penalties shall be capped at twenty percent (20%) of the applicable invoice value, i.e., Phase I invoice value for Phase I and quarterly invoice value during Phase II.

3.6.6. The Client shall have the right, after issuance of a written notice, to terminate the Contract for default and/or forfeit the Performance Bank Guarantee, without prejudice to any other rights or remedies available under the Contract in the following cases:

3.6.6.1. **For Phase 1:**

3.6.6.1.1. The total uncapped penalties reach twenty five percent (25%) of the Phase 1 invoice value

OR

3.6.6.1.2. Any delay exceeding 45 days beyond the stipulated Phase 1 timeline for completion of deliverables

OR

3.6.6.1.3. The total number of cure cycles exceeds three (03) during Phase I.

3.6.6.2. **For Phase 2:**

3.6.6.2.1. The total uncapped penalties in any single quarter reach twenty five percent (25%) of the quarterly invoice value

OR

3.6.6.2.2. The penalties reach the twenty percent (20%) capping of the respective quarterly invoice value in two (02) consecutive quarters

OR

3.6.6.2.3. The total number of cure cycles exceeds five (05) during Phase II.

Note: *For the purpose calculating uncapped penalties under this clause, penalties shall be computed on a notional uncapped basis and tracked separately.*

3.6.7. It may be noted that deductions shall be made for services not rendered (for example non-deployment of resources as per resource deployment plan and minimum resources requirement as mentioned in this document). These deductions shall be separate from the penalties and accordingly, the penalty cap shall not apply to such deductions.

3.6.8. The performance review of the PMU will only factor in delays that are directly attributable to the consulting agency and not external and/or Client-side factors. Accordingly, the penalties may be relaxed by the Administrative Secretary, GGIT after due diligence for justified reasons submitted in writing by the consulting agency.

3.7. Data Confidentiality

3.7.1. The Consulting Agency shall mandatorily execute a separate Non-Disclosure Agreement (NDA) with the Client as attached at Annexure 6.3 (indicative in nature).

4. Instructions to bidders

4.1. Bid evaluation process

4.1.1. The bid evaluation will be carried out in a three stage process as under:

A. Pre-qualification / eligibility evaluation

B. Technical Evaluation

C. Financial evaluation

4.1.2. In the first stage of evaluation, the pre-qualification proposal of all bidders shall be evaluated to determine whether the bidder satisfies the pre-qualification criteria. At the end of this stage, the DGGIT shall publish online on the e-procurement portal, the list of bidders that satisfy pre-qualification criteria (the "Qualified Bidders") for the technical evaluation.

4.1.3. In the second stage of evaluation, the technical proposal of only qualified bidders from the first stage will be opened and evaluated for the purpose of identifying the bidders meeting the technical criteria for the project ("Technically Qualified Bidders"). The technical proposals and financial proposals of the non-qualified bidders shall not be opened.

4.1.4. In the third stage of evaluation, the financial proposal of only technically qualified bidders from the second stage will be opened and evaluated for the purpose of identifying the successful bidder(s). The financial proposals of the bidders not declared as technically qualified bidders shall not be opened.

4.1.5. During the process of evaluation of the pre-qualification and financial bids, the Client may, at its discretion, ask bidders for clarifications on their bids. Bidders are required to respond within the prescribed time frame given for submission of such clarification otherwise the Committee shall make its own reasonable assumptions at the total risk and cost of the bidder and the bid may be rejected.

4.1.6. The contract will be awarded to the bidder after financial evaluation based on the QCBS method as explained in this document.

4.2. Eligibility / pre-qualification criteria

4.2.1. The evaluation of the bidders will be carried out by the Committee as per the pre-qualification / eligibility criteria defined in the tender document.

4.2.2. The Department/Committee reserves the right not to seek clarifications from the bidders regarding any of the evidence submitted as part of the Eligibility

Criteria/ Technical Bid. It shall be the sole responsibility of the bidder to submit the evidence/ documentation clearly indicating the requirements/ criteria as mentioned in the Evaluation Criteria (Pre-qualification and Technical) mentioned in this RFP.

4.2.3. The eligibility criteria are given as below:-

SN	Eligibility Criteria	Supporting documents
1.	Bidder should be either: ● A company registered under the Indian Companies Act, 2013 / 1956 OR ● A partnership firm registered under the Limited Liability Partnerships (LLP) Act, 2008 OR ● A partnership firm registered under the Indian Partnership Act, 1932 Note: Joint Venture/ Consortium is not allowed	Certificate of Incorporation, or Certificate of Registration, or Partnership deed, or constitution documents as per applicable laws etc.
2.	The bidder should be in operation for at least five years as on the last date of submission of bid.	Certification from statutory auditor/ practicing Chartered Accountant/work order to establish the compliance of criteria.
3.	The Bidder should have at least one ongoing project in which a minimum of 50% of the awarded work value has been completed or have successfully completed “Similar Work”, as defined in this RFP, during the last five (5) years ending on 31.12.2025, as per the following details: A. One project costing not less than the amount equal to Rs. 4 crores (including taxes). OR B. Two projects each costing not less than the amount equal to Rs. 3 crores each (including taxes). OR C. Three projects costing not less than the	1. For completed projects: a. Project citation supported with Work order / Client Certificate / Work order along with certificate from CA / Statutory Auditor certifying value of project. For ongoing projects (where at least 50% of the awarded work value has been completed, and invoices have been raised and payments received): submission of a CA certificate along with

SN	Eligibility Criteria	Supporting documents
	amount equal to Rs. 2 crore each (including taxes).	relevant invoices and a progress/completion certificate issued by the client shall be required.
4.	The Bidder should have a minimum annual average turnover of INR 20 Crore in any three (3) of the following four (4) audited financial years, i.e., FY 2021–22, FY 2022–23, FY 2023–24, and FY 2024–25, for which the Bidder's accounts have been audited.	i) Audited Financial Statements ii) Certificate from statutory auditors/CA having UDIN clearly certifying the turnover
5.	The Bidder should have a positive net worth in three (3) audited financial years, i.e., FY 2022–23, FY 2023–24, and FY 2024–25	Certificate from the Statutory Auditor or Chartered Accountant, having UDIN, depicting the Net worth/Cash flow for each year.
6.	The bidder shall submit an undertaking of not being blacklisted, insolvent and convicted of any criminal offense in as on date of bid submission	Self-certified letter by the authorized signatory as per the format given in this document.
7.	The bidder should have a valid GST registration certificate and PAN in the name of the bidder.	Self-certified copy of relevant valid certificates
8.	The Bidder must ensure to deposit the tender document fees and EMD	Any relevant proof
9	Authorized Representative from Bidder	A Power of Attorney or Board Resolution in favour of the person authorized to sign the Bid. The original Power of Attorney executed on non-judicial stamp paper or a certified true copy of the Board Resolution shall be submitted,

SN	Eligibility Criteria	Supporting documents
		in the format attached as Annexure 6.7.

Note: *All the above mentioned documents have to be scanned, signed on each page by the authorised representative and uploaded on the State eProcurement portal i.e. eproc.punjab.gov.in only.*

4.2.4. Relaxation in EMD, prior turnover and prior experience requirements at the pre-qualification stage shall be given as per Punjab Transparency in Procurement Act and Rules, as amended from time to time.

4.2.5. The compliance against the above criteria is to be submitted as per below format:-

SN	Particulars	Eligibility Criteria	Supporting Documents	Pg. No. (of bid document submitted)	Compliance (Yes / No)
…	…	…	…	…	…

4.3. Technical evaluation criteria

4.3.1. The evaluation of the bidders will be carried out by the committee as per the technical evaluation criteria.

4.3.2. Technical Evaluation shall be done on the following basis:

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
1	Experience in *Similar* Work	i) One (01) project costing at least Rs. 4 crores (including taxes) **OR** Two (02) projects, each costing at least Rs. 3 crore (including taxes) **OR** Three (03) projects, each costing at least Rs. 2 crore (including taxes): 05 marks ii) Two (02) projects each costing at least Rs. 4 crores (including taxes) **OR** Three (03)	10	Work Order along with Completion Certificate/ Client Certificate, **or** Work Order along with a CA Certificate certifying the project value. For ongoing projects (where at least 50% of the

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
2		projects each costing at least Rs. 3 crores (including taxes) **OR** Four (04) projects, each costing at least Rs. 2 crore (including taxes): 07 marks iii) Three (03) projects, each costing at least Rs. 4 crores or more (including taxes) **OR** Four (04) projects each costing at least Rs. 3 crores (including taxes) **OR** Five (05) projects, each costing at least Rs. 2 crore (including taxes): 10 marks For experience in similar work, ongoing projects shall also be considered provided a minimum of 50% of the awarded work value has been completed and payment received		awarded work value has been completed, and invoices have been raised and payments received): submission of a CA certificate along with relevant invoices and a progress/completion certificate issued by the client shall be required.
2	Relevant Experience of consulting/ implementation project *for Central/State Governments involving implementation large scale multi-department SDIP projects*	Each project submitted under Relevant Experience shall be evaluated independently. Only projects which involve large-scale multi-department data integration (including but not limited to examples such as Parivar Pehchan Patra (Haryana), JanAadhaar (Rajasthan), Kutumba (Karnataka), Makkal (Tamil Nadu) etc.) with all the following functionalities shall be considered: **Core Functionalities** A project shall be considered as meeting a functionality only if the same is explicitly included in the project scope and supported by documentary evidence. (a) **Multi-Source Data Integration:** Integration of data from many	25	The Bidder shall submit the following documentary evidence for each project claimed under Relevant Experience: ● Copy of Work Order / Contract / Agreement ● Completion Certificate / Go-Live Certificate / Client Certificate ● Brief project description clearly mapping the implemented functionalities to clauses ● Self-declarations without supporting

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
		independent source systems / databases belonging to different departments, schemes, or applications into a centralized platform or repository. (b) **ETL / Data Transformation**: Implementation of Extract–Transform–Load (ETL) processes including data cleansing, normalization, validation, and transformation prior to loading data into a central system. (c) **Identity Resolution / Deduplication**: Implementation of record matching, merging, or deduplication mechanisms (deterministic, probabilistic, or hybrid) to identify duplicate beneficiary / citizen records across datasets. (d) **Master Data Management / Golden Record Creation**: Creation and maintenance of master / golden records for beneficiaries, citizens, households, or assets, including definition of survivorship rules or master entity attributes. (e) **Data Access / Data Exchange / Consumption Layer**: Provision of secure data access or data exchange mechanisms such as APIs, dashboards, reports, or data services for consumption by downstream applications, departments, or schemes.		documentary evidence shall **not** be considered for evaluation. ● For ongoing projects (where at least 50% of the awarded work value has been completed, and invoices have been raised and payments received): submission of a CA certificate along with relevant invoices and a progress/completion certificate issued by the client shall be required. *Projects shall be submitted in the prescribed format provided at **Annexure 6.4**.*

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
		● One relevant project → 15 Marks ● Two relevant projects → 25 Marks For relevant experience, ongoing projects shall also be considered provided a minimum 50% of the awarded work value has been completed and payment received		
3	Organizational Financial Strength	Average Annual Turnover in three (3) audited financial years, i.e., FY 2022–23, FY 2023–24, and FY 2024–25, for which the bidder's accounts have been audited : • ≥ ₹15 Cr & < ₹30 Cr → 5 Marks • ≥ ₹30 Cr & < ₹70 Cr → 7 Marks • ≥ ₹70 Cr → 10 Marks	10	Audited Financial Statements + Statutory Auditor / CA Certificate with UDIN clearly certifying turnover.
4	Presentation & Interaction	● Understanding of Punjab SDIP Vision & Context and its Key Requirements: **5 Marks** ● PMU Strategy, Approach & Methodology (including implementation roadmap, phasing, and risk mitigation): **6 Marks** ● Implementation Model & Architecture Approach (including data integration model, interoperability framework, and scalability): **4 Marks** ● Benchmarking & Learnings from Other States / National & International Best Practices: **3 Marks** ● Long-Term Vision & Sustainability Approach (including roadmap beyond project duration, institutionalization, and capacity building): **3 Marks** ● Previous Experience in Data Integration with Multiple Departments / Large-Scale Government Systems (including complexity handled, tools/technologies used, and outcomes achieved**): 4 Marks** ● Team Readiness, Deployment Plan & Relevant Experience: **3 Marks** ● Innovation & Value Addition (use cases, automation, analytics, etc.): **2**	30	Evaluation Committee scoring based on structured presentation. The committee will record justification. Presentation + Q&A.

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
		Marks		
5	Proposed team's composition, qualifications and experience	i) **Project Director (5 marks)** **Leadership Experience in Large Programs / PMU (4 Marks)** Experience in leading / overseeing **Government IT / e-Governance projects**, including multi-stakeholder coordination, project governance, and delivery oversight: ● **≥ 3 projects:** 4 Marks ● **2 projects:** 3 Marks ● **1 project:** 2 Marks **Experience in Government Engagement at Senior Level (1 Mark):** ● Experience in dealing with senior officials (Secretary level or above), steering committees, or apex governance bodies: 1 Mark ii) **Project lead (3 Marks)** -Relevant Experience in PMU / Program Management for Government IT / e-Governance projects, including coordination with multiple stakeholders and oversight of large IT programs (minimum 3 projects): 1 Mark -Undergraduate/Post Graduation/PhD from top 100 NIRF ranked institutions among Research Institutions/Engineering/ Management categories for the year 2025 : 1 Mark -Relevant Certification (any one of the below): 1 Mark ● PMP (Project Management	15	Resumes/CVs shall be submitted strictly in the format prescribed at Annexure 6.5. In case a resume/CV is not submitted in the prescribed format, the concerned resource shall be awarded zero (0) marks under the relevant evaluation criterion. The proposed key profiles for evaluation shall be mandatorily made available during the technical presentation for interaction and Q&A with the evaluation committee.

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
		Professional – Project Management Institute, PMI) ● PRINCE2 Practitioner ● PgMP (Program Management Professional – PMI) ● Certified Scrum Professional (CSP) / SAFe Agilist iii) **Solution Architect (3 Marks)** -Relevant Experience in design of data integration / ETL / master data / enterprise data platforms for Government / large public-sector IT systems (minimum 2 projects): 2 Marks -Relevant Certification (any one of the below): 1 Mark ● TOGAF (Foundation or Certified) ● CDMP (Certified Data Management Professional – DAMA) ● AWS / Azure / GCP Certified Solutions Architect ● Cloudera / Databricks Data Architect *(or equivalent industry-recognized data architecture certification)* iv) **Database Administrator (DBA) (2 Marks)** -Minimum **5 years** relevant Experience in administration of enterprise-grade databases in production environments, including: 1. Installation, configuration, performance tuning, backup and recovery, and High Availability/Disaster Recovery (HA/DR) setup. 2. Administration of **hybrid database environments** (any combination of RDBMS and NoSQL platforms). 3. Experience with **large-scale data integration platforms** or		

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
		government/enterprise data systems handling high transaction volumes. 4. Implementation of database security, access control, auditing, and data integrity mechanisms. 5. Experience in database migration, replication, and optimization for analytics and reporting workloads. - 1 Mark -Relevant Certification (any one of the below) : 1 Mark ● Oracle Certified Professional (OCP) / Oracle Certified Master (OCM) ● Microsoft Certified: Azure Database Administrator Associate ● PostgreSQL Professional Certification ● MongoDB Certified DBA Associate ● Equivalent certification for the database platform proposed in Relevant experience v) **Procurement Expert (2 Marks)** -Relevant Experience in Government IT procurement, including preparation of RFPs, bid process management, bid evaluation, vendor onboarding and contract management (minimum 2 projects): 1 Mark -Relevant Certification (any one of the below) : 1 Mark ● Certified Public Procurement Professional (CIPP) ● Chartered Institute of Procurement & Supply (CIPS – Level 4 or above) ● World Bank / ADB Procurement Certification ● PG Diploma / Certificate in Public Procurement *(recognized institution)*		

SN	Evaluation Criteria	Sub-Criteria / Marking Methodology	Max Marks	Supporting Documents Required
6	Organizational Certifications	ISO 27001: 5 Marks ISO 20000: 5 Marks	10	Valid certificates issued to the bidder
		TOTAL	**100**	

4.3.3. Only those Bidders whose absolute technical score is 60 or more shall be considered by the Client for further evaluation i.e. Financial bid evaluation.

4.3.4. The compliance against the above criteria is to be submitted as per below format:-

SN	Criteria	Supporting Document Required	Page No. (of bid document submitted)	Compliance (YES/NO)
…	…	…	…	…

4.4. Earnest Money Deposit (EMD)

4.4.1. The bidder shall furnish EMD through online mode, as part of the Eligibility Criteria, as per detail provided in the Document Control sheet.

4.4.2. EMD of the successful bidder will be released after the successful bidder signs the final contract and furnishes the performance security.

4.4.3. EMD of all unsuccessful bidders would be refunded by DGGIT promptly after each stage.

4.4.4. The EMD submitted shall be interest free and will be refundable to the bidders without any accrued interest on it.

4.4.5. The EMD will be forfeited on account of one or more of the following reasons:-

A. Bidder withdraws its bid during the validity period specified in the tender.

B. If a bidder makes misleading or false representations in the forms, statements and attachments submitted in the bid documents.

C. If the bidder breaches any provision of code of conduct and integrity as prescribed for bidder in clause 9.3.

D. In case of a successful bidder, the said bidder fails to sign the Agreement in time; or furnish Performance Security in time.

4.5. Clarification on tender document

4.5.1. The bidders requiring any clarification on the bid document may submit his queries by the due date and time as mentioned in the Document Control Sheet in the following format in a MS Excel file:

SN	Tender Clause No.	Pg. No.	Tender Clause detail	Amendment Sought / Suggestion	Justification
…	…	…	…	…	…

4.6. Preparation of bid

4.6.1. The bidder is expected & deemed to have carefully examined all the instructions, guidelines, forms, requirements, appendices and other information along with all terms and conditions and other formats of the bid. Failure to furnish all the necessary information as required by the bid or submission of a proposal not substantially responsive to all the requirements of the bid shall be at bidder’s own risk and may be liable for rejection.

4.6.2. Each Bidder shall conduct their own investigations and analysis and should check the accuracy, reliability and completeness of the information in this tender document and wherever necessary, obtain independent advice from appropriate sources. The purpose of this document is to provide the Bidder with information to assist the formulation of their Proposal. Once the bid is submitted, it will be presumed that the bidder has seen and understood the complete Scope of Work.

4.6.3. The bid shall be uploaded on the www.eproc.punjab.gov.in website by the bidder or duly authorized person(s) to bind the bidder to the contract.

4.6.4. The bidder shall be responsible for all costs incurred in connection with participation in the bid process.

4.6.5. The bids submitted by fax / e-mail / envelope etc. shall not be accepted. No correspondence will be entertained on this matter.

4.6.6. The bids submitted by a consortium of companies / firms or any subcontractors will be rejected.

4.6.7. All correspondences between the bidders and DGGIT shall be written in the English language.

4.6.8. All information supplied by bidders shall be treated as contractually binding on the bidders on successful award of the assignment by DGGIT on the basis of this tender.

4.6.9. Failure to comply with the below requirements shall lead to the bid rejection

a. Comply with all requirements as set out within this tender.
b. Submission of the forms and other particulars as specified in this tender and respond to each element in the order as set out in this tender.
c. Submission of all supporting documentations specified in this tender, corrigendum or any addendum issued.

4.7. Deviations

4.7.1. No deviations/assumptions/recommendations shall be allowed in the bid. Bidders must ensure that the pre-bid meeting is attended by their concerned senior and authorized people so that all the doubts, clarification(s) & ambiguities regarding the bid document & project are resolved well before submission of bid.

4.7.2. Any conditional bid shall be rejected.

4.8. Validity of bids

4.8.1. Bids shall remain valid till 90 (Ninety) days from the last date of submission of bids. A bid, valid for a shorter than the bid validity period, shall be rejected as non-responsive bid.

4.8.2. In exceptional circumstances, at the sole discretion of the Client, the DGGIT may solicit the bidder’s consent for an extension of the validity period of bid as well as EMD. Such requests and responses shall be made in writing. A bidder granting the request will not be permitted to modify its bid.

4.9. Termination of tender process

4.9.1. DGGIT reserves the right to annul the tender process, or to accept or reject any or all the bids in whole or part at any time without assigning any reasons and without incurring any liability to the affected bidder(s) or any obligation to inform the affected bidder(s) of the grounds for such decision.

4.9.2. If the bidder whose bid has been accepted as successful fails to sign the contract, or fails to provide required security for the performance of the contract, DGGIT may cancel the procurement process.

4.9.3. DGGIT may, at its own discretion, extend the date for submission of proposals.

4.10. Amendment to the tender document

4.10.1. Amendments / corrigendums / addendums / clarifications necessitated due to any reasons, shall be made available on the website only as provided in the document control sheet. No separate communication either in writing or through email will be made to any interested/ participating bidders. It shall be the responsibility of the bidders to keep on visiting the website for any change.

4.10.2. In order to provide prospective bidders reasonable time for taking the corrigendum(s) or addendum(s) into account, DGGIT, at its discretion, may extend the last date for the receipt of bids.

4.11. Submission of Bid

4.11.1. The bid submitted by the bidder shall comprise of:

a. Pre-Qualification proposal;
b. Technical proposal; and
c. Financial proposal

4.11.2. Bidders are required to upload bid documents as per terms & conditions of this tender. The Bid must be submitted along with Cover letter as per format 10.1

4.11.3. Bidders shall submit their bid through e-procurement portal on or before the last date and time for submission of bids as per bid data sheet. It is advised that bidders may submit their bids well in advance of the stipulated time so as to avoid last minute hiccups.

4.11.4. The bids that are uploaded online on e-procurement portal (eproc.punjab.gov.in) will only be considered for bid evaluation unless the bid evaluation committee has asked for revised documents in case of any clarification/additional information pertaining to submitted documents sought during bid evaluation.

4.12. Bid opening

4.12.1. DGGIT will constitute a committee to evaluate the bids submitted by bidders. No correspondence will be entertained outside the process of evaluation with the Committee.

4.12.2. The bids submitted will be opened at time & date as specified in the document control sheet by Committee or any other officer authorized by Committee, in the presence of bidders or their representatives who may wish to be present at the time of bid opening.

4.13. Financial Bid Formats and Financial Evaluation Process

S. N.	**Resource**	**No. of Resources**	**Involvement**	**Total Man-Months (A)**	**Monthly Unit Rate (INR, inclusive of GST) (B)**	**Total Cost (INR, inclusive of GST) (C = A * B)**
1.	Project Director	1	20% onsite	6		
2.	Project Lead	1	100% onsite	29		
3.	Consultant	2	100% onsite	58		
4.	Solution Architect	1	50% onsite	15		
5.	Database Administrator (DBA)	1	100% onsite	29		
6.	Procurement Expert	1	5 months	5		
Total Project Cost (Rs.) (Incl GST)						

** The "Total Project Cost (Incl GST)" shall be considered for financial bid evaluation*

4.13.1. Bidders are required to quote in the above format only. The bidder needs to quote the rate for each line item in the table above, failing which will lead to disqualification/rejection of bid.

4.13.2. The Bidder as part of its Financial Bid shall account for all out of pocket and other expenses including all permits, approvals, travel cost, laptops, etc. during the currency of the Contract.

4.13.3. The Financial Bid shall include all the GST/Service Tax, other Taxes, Duties, Cess etc.

4.13.4. Any conditional financial bid will lead to disqualification of the entire bid and forfeiture of the EMD.

4.13.5. The bidders quoting zero or negative charges in the financial bid will be treated as non-responsive and their EMD shall be forfeited.

4.13.6. The prices shall remain fixed for the complete contractual period. No price change request will be accepted after opening of the bids and during the validity of the contract.

4.13.7. Post opening of financial bids, evaluation of bids will be carried out following QCBS methodology as outlined below:

4.13.7.1.1. The bidder with the highest technical bid (H1) will be awarded a 100% score. Technical Scores for other than H1 bidders will be evaluated using the following formula:

Tn = {(Technical Bid score of the Bidder / Highest technical evaluation marks * 100} % (Adjusted to two decimal places)

4.13.7.1.2. The bidder with the lowest qualifying financial bid (L1) will be awarded a 100% score. Financial score for other bidders will be evaluated using the following formula:

Fn = {(Financial Bid of L1 / Financial Bid of Bidder) * 100} % (Adjusted to two decimal places)

4.13.7.1.3. The technical and financial evaluation scores secured by each bidder will be added using weightages of 70% and 30% respectively to compute composite scores. The composite score will be computed as under:

Bn = 70%*Tn + 30%*Fn

4.13.8. The bidder with the highest Composite Score shall be ranked as C1. Similarly, the Bidder with the second highest Composite Score shall be considered as C2 bidder and so on.

4.13.9. The Bidder who qualifies Pre-Qualification/Eligibility Criteria and Technical Evaluation and whose composite score is highest, shall be considered as Successful Bidder, who after signing of contract shall be referred to as the "Consulting Agency".

4.13.10. If the C1 bidder is unable to provide the services in full or in part, the work order with the C1 bidder shall be canceled, the EMD and / or Performance security of the C1 bidder shall be forfeited and the Client reserves the right to take appropriate action against the C1 bidder. Further, in such a case, the Client reserves the right to request the C2 bidder to provide the services.

4.13.11. In the event that two or more bidders obtain the same Combined (QCBS) Score, the bidder securing the higher Technical Score (absolute technical score prior to normalization) shall be ranked higher and declared the successful bidder. In case the tie still persists, the bidder having the higher average annual turnover during the last three (3) audited financial years shall be ranked higher. If the tie continues even thereafter, the Client's decision in this regard shall be final and binding on all bidders.

4.13.12. Failure to abide by the tender conditions may result in forfeiture of EMD & Performance security.

4.14. Disqualifications

DGGIT may at its sole discretion and at any time during the evaluation of bids, disqualify any bidder, if the bidder has:

4.14.1. Failed to provide clarifications related thereto, when sought;

4.14.2. Submitted more than one bid (directly / indirectly);

4.14.3. Made misleading or false representations in the forms, statements and attachments submitted in bid documents. The EMD of the bidder will be forfeited in such cases.

4.14.4. Exhibited a record of poor performance such as abandoning works, not properly completing the contractual obligations, inordinately delaying completion or financial failures, etc. in any project in the preceding three years.

4.14.5. Declared ineligible by the Government of India / State / UT Government for corrupt and fraudulent practices or blacklisted.

4.14.6. Submitted a bid with price adjustment/variation provision.

4.14.7. Documents are not submitted as specified in the tender document.

4.14.8. Suppressed any details related to bid.

4.14.9. Submitted incomplete information, subjective, conditional offers and partial offers submitted.

4.14.10. Not submitted documents as mentioned in this tender.

4.14.11. Submitted bid with lesser validity period.

4.14.12. Any non-adherence/non-compliance to applicable tender content.

4.15. Issue of Letter of Intent (LoI)

4.15.1. DGGIT will issue a Letter of Intent (LoI) to notify the successful bidder in writing about acceptance of their bid. The LoI will constitute the formation of the contract after submission of performance security to DGGIT by the successful bidder.

4.16. Performance security

4.16.1. The successful bidder shall furnish performance security to DGGIT valuing 5% of the value of the contract within 15 days of release of LoI in the form of NEFT / DD / PBG as per format given in this document.

4.16.2. Performance security shall remain valid for a period of 180 (one hundred eighty) days beyond the expiry of the contract. Whenever the contract is extended, the consulting agency will have to extend the validity of Performance security proportionately.

4.16.3. In case the successful bidder fails to submit performance security within the time stipulated, DGGIT at its discretion may cancel the award of contract to the successful bidder without giving any notice and the EMD of the concerned bidder will be forfeited.

4.16.4. The consulting agency will not be entitled for any interest on the performance security submitted.

4.16.5. DGGIT shall forfeit the performance security in full or in part in the following cases:

a. When the terms and conditions of contract are breached/ infringed.
b. When the contract is being terminated due to non-performance of the consulting agency.
c. The Client incurs any loss due to consulting agency negligence in carrying out the project implementation as per the agreed terms & conditions.

4.17. Signing of contract

4.17.1. The successful bidder will sign the contract with DGGIT within 15 days of the issue of LoI. After signing of the contract, no variation in or modification of the term of the contract shall be made except by mutual written amendment signed by both the parties.

4.18. Outsourcing / subletting

4.18.1. No part of the contract shall be outsourced by the consulting agency. Non-adherence to the same shall attract penal action against the consulting agency. All resources deployed must be full time employees of the bidding entity.

4.19. Contract period

4.19.1. This Contract shall be valid for the duration corresponding to the timelines specified for the implementation of phases. Subject to satisfactory performance of the consulting agency and the Client's requirements, the Contract may be extended on the same rates, terms and conditions for an additional period of up to one year, in extensions of six months each, or for such duration as may be decided by the Client, at the sole discretion of the Client.

4.20. General

4.20.1. The decision of the Client pertaining to the quality and quantity of works / services performed by the consulting agency will be final and acceptable to the consulting agency besides being binding. It shall be the responsibility of the consulting agency to rectify the deficiencies so pointed out without any extra payment. In the event of default by consulting agency, the Client reserves the right to get the concerned work / services fixed at its own level at the cost, risk and responsibility of the consulting agency after giving a notice in regard thereto in writing and expenditure so incurred by the Client will be recovered from the invoices of the consulting agency or from PBG, as it may deem fit.

4.20.2. All taxes, duties and any statutory levies etc. payable by the consulting agency during the contract tenure shall be the sole responsibility of the consulting agency

5. General Contract Conditions

5.1. Contract Document

5.1.1. All the documents forming contract (and all parts thereof) are intended to be correlative, complementary, and mutually explanatory. The Contract Agreement shall be read as a whole.

5.2. Governing Law

5.2.1. Throughout the execution of the contract, the Consulting Agency shall comply with applicable Laws of India.

5.3. Code of Integrity and Corrupt/Fraudulent Practices

5.3.1. The Procuring entity and all officers or employees of the procuring entity, whether involved or otherwise, or Consulting Agency and their representatives participating in the execution of the contract or other persons involved, directly or indirectly in any way in execution of the contract shall maintain an unimpeachable standard of integrity and refrain from Fraud and corruption.

5.3.2. All the bidders must observe the highest standards of ethics during the process of selection of Consulting Agency and during the performance and execution of contract.

5.3.3. For this purpose, definitions of the terms are set forth as follows:

a. "Corrupt practice" means the offering, giving, receiving or soliciting of anything of value to influence the action of the Client or its personnel in contract executions.

b. Fraudulent practice" means a misrepresentation of facts, in order to influence a selection process or the execution of a contract, and includes collusive practice among bidders (prior to or after Proposal submission) designed to establish Proposal prices at artificially high or non-competitive levels and to deprive the Client of the benefits of free and open competition.

c. Unfair trade practice" means supply of services different from what is ordered, or change in the Scope of Work.

d. Coercive practice" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the selection process or execution of contract.

e. DGGIT will reject a proposal for award, if it determines that the bidder recommended for award, has been determined to have been engaged in corrupt, fraudulent or unfair trade practices.

f. DGGIT will declare a bidder ineligible, either indefinitely or for a stated period of time, for award of contract, if bidder is found to be engaged in corrupt, fraudulent and unfair trade practice in competing for, or in executing, the contract at any point of time.

5.3.4. Code of Integrity and Corrupt/ Fraudulent Practices: The bidders participating to the Program activities shall submit a self-declaration stating that the firm is not subject to ineligibility or has not been sanctioned under: (i) the World Bank system of debarment and cross-debarment.The list of ineligible firms or individuals may be accessed at the following websites: **https://www.worldbank.org/debarr**

5.3.5. Procurement-related Complaints – Clause: **(a)** If a Bidder / Consultant wishes to make a Procurement-related Complaint, the Bidder / Consultant shall submit its Appeal, The same may complaint following the procedures (Section, 49 of the PTPP Act and The Punjab Transparency in Public Procurement Rules, 2022 Chapter IX), In Writing (by the quickest means available, such as by email or fax using APPENDIX 5 [See Rule 19(6) and 40] APPEALS Form), to: For the attention: Sh. Vishesh Sarangal, IAS Title/position: Director, GG&IT Email address: dgr@punjab.gov.in (b) In summary, a Procurement-related Complaint may challenge any of the following (exceptions are listed in the Section 50 of the PTPP Act):

5.3.5.1. The terms of this Tender / Request for Proposal; the Client's decision to exclude a Bidder / Consultant from the procurement process prior to the award of contract; and the Client's decision to award the contract. The World Bank's Guidelines on Preventing and Combating Fraud and Corruption in Program for Results Financing dated February 1, 2012 and revised July 10, 2015 will be applicable to the this contract as provided at Section X incorporated as a Section of the tender/proposal document) and these may also be accessed at https://www.worldbank.org/en/programs/program-for-results-financing#3

5.4. Limitation of Liability

5.4.1. The liability of Consulting Agency (whether in contract, negligence, by statute or otherwise) for any claim in any manner related to this contract, including the work, deliverables or Services covered by this contract, shall be the payment of direct damages only which shall in no event exceed the total contract value.

5.5. Confidentiality and Data Protection Clause

5.5.1. The Consulting Agency shall treat all data, information, and documents collected, accessed, or generated during the course of the engagement as strictly confidential. Such data shall not be shared, disclosed, reproduced, or used for any purpose other than for the execution of project-related tasks explicitly approved by the client.

5.5.2. The Consulting Agency shall ensure that its personnel and associates maintain the highest standards of confidentiality and do not, directly or indirectly, communicate any confidential information to unauthorized persons or entities without the prior written consent of the client.

5.5.3. Confidential information includes, but is not limited to, project data, citizen-related information, services, technical plans, financial data, personnel details, and any proprietary information exchanged during the contract, whether marked confidential or not.

5.5.4. The Consulting Agency shall implement robust data security and cybersecurity measures—physical, administrative, and technological—to safeguard against any accidental or intentional data breach. These measures must be in alignment with: ISO/IEC 27001:2013 Information Security Management System (ISMS) standards and CERT-in guidelines and advisories issued from time to time.

5.5.5. The Consulting Agency must establish and maintain controls for access management, endpoint protection, vulnerability assessment, encryption (at rest and in transit), audit logging, and regular security patching of all systems used for project execution. Any subcontracted or third-party platforms used must also be compliant with these standards.

5.5.6. Security audits shall be conducted periodically and on demand by the Client, either internally or through a third-party auditor. The Consulting Agency shall facilitate and cooperate in such audits.

5.5.7. Any unauthorized access, leakage, sharing, or misuse of data will constitute a serious breach of contract and a violation of applicable laws, including the Information Technology Act, 2000 and relevant data protection rules. Such violations may result in penalties, blacklisting, contract termination, and/or legal action, as deemed fit by the client.

5.5.8. The successful bidder and all associated personnel shall sign a Non-Disclosure Agreement (NDA) with the client prior to the commencement of work. The agency shall take appropriate internal measures to ensure that these confidentiality obligations are strictly enforced and complied with.

5.6. Intellectual Property Rights

5.6.1. The work done by the Consulting Agency (except third party COTS—commercial off-the-shelf software), database backup/schema, creatives, designs, documents, etc. shall be intellectual property of the client.

5.6.2. The Consulting Agency will not have the right to use/reproduce the work done in any manner whatsoever during or after the end of the contract.

5.6.3. Databases/documents created during the work are the exclusive property of the client, and the same shall not be used/shared by the Consulting Agency in any manner.

5.6.4. All project-related data and documentation shall be returned to the Client or securely destroyed upon completion of the contract or as instructed.

5.7. Termination of contract for default

5.7.1. The Client, without prejudice to any other remedy for breach of contract, by written notice of default sent to the Consulting Agency, may terminate the contract (in whole or in part) by giving 2 month’s written notice, if Consulting Agency:

a. Fails to deliver any or all of the services/works within the specified period in the contract, or within any extension thereof granted by the Client.
b. Fails to perform any other obligation under the contract.
c. Has violated Code of integrity and/or engaged in fraud and corruption, in competing for or in execution of the contract.

5.7.2. In such a case, the provisions under the Exit Management clause shall apply.

5.8. Termination of contract for insolvency, dissolution etc.

5.8.1. The Client may at any time terminate the Contract by giving written notice to the Consulting Agency, if the Consulting Agency becomes bankrupt or otherwise insolvent or in case of dissolution of firm/company or winding up of firm/company. In this event termination will be without compensation to the

Consulting Agency, provided that such termination will not prejudice or affect any right of action or remedy, which has accrued or will accrue thereafter to Client. In such a case, the provisions under the Exit Management clause shall apply.

5.9. Termination for convenience

5.9.1. The Client reserves the right to terminate, by prior written 1 months' notice, the whole or part of the contract, at any time for its convenience. The notice of termination shall specify that termination is for Client's convenience, the extent to which performance of work under the contract is terminated, and the date upon which such termination becomes effective. In such a case, the provisions under the Exit Management clause shall apply.

5.10. Force Majeure

5.10.1. The PBG of the Consulting Agency shall not be forfeited or the contract shall not be terminated for default if and to the extent that delays in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

5.10.2. For purposes of this clause, "Force Majeure" means an event beyond the control of the Consulting Agency and not involving the Consulting Agency fault or negligence, and not foreseeable. Such events may include, but are not restricted to, wars or revolutions, riot or commotion, earthquake, fires, floods, epidemics, and quarantine restrictions.

5.10.3. If a Force Majeure situation arises, the Consulting Agency shall promptly notify the Client in writing of such condition and the cause thereof. Unless otherwise directed by Client in writing, the Consulting Agency shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event.

5.11. Resolution of disputes

5.11.1. If any dispute arises between parties, then these would be resolved in following ways:

a. **Amicable Settlement:** Either party of the contract may send a written notice of dispute to the other party. The party receiving the notice of dispute will consider the Notice and respond to it in writing within 30 days after receipt. If that party fails to respond within 30 days, or the dispute cannot be amicably settled within 60 days following the response of that party, then the second Sub-clause of resolution of disputes shall become applicable.

b. **Arbitration:** In case dispute arising between the Client and the Consulting Agency , which has not been settled amicably, the Consulting Agency can request the Client to refer the dispute for Arbitration under Arbitration and Conciliation Act, 1996 and amendments thereof. Such disputes shall be referred to the Arbitrator which shall be appointed by Hon'ble Punjab and Haryana High Court. The Indian Arbitration and Conciliation Act, 1996 and any statutory modification or re-enactment thereof, shall apply to these arbitration proceedings. Arbitration proceedings will be held at Mohali, Punjab. The decision of the arbitrator shall be final and binding upon both the parties. All arbitration awards shall be in writing and shall state the reasons for the award. The expenses of the arbitration as determined by the arbitrator shall be borne equally by the Client and the Consulting Agency. However, the expenses incurred by each party in connection with the preparation, presentation and litigation shall be borne by the party itself.

5.12. Legal Jurisdiction

5.12.1. All legal disputes between the parties shall be subject to the jurisdiction of the Courts situated in Mohali, Punjab only.

5.13. Conflict of Interest (Consulting Agency & SI – Common Control / Affiliation):

5.13.1. The Consulting Agency and the System Integrator (SI) shall be completely independent entities. The bidder(s) must ensure that no conflict of interest exists between the Consulting Agency and SI, including but not limited to situations where they are:

a. Sister concerns, group companies, subsidiaries, or holding companies of each other;
b. Under common ownership, management, or control (directly or indirectly);
c. Sharing common directors, key managerial personnel, partners, or significant shareholders;

d. Part of the same consortium, joint venture, or partnership in any form for this or related assignments.

5.13.2. Any such direct or indirect association that may compromise independence and objectivity shall be treated as a conflict of interest. The bidder(s) shall mandatorily disclose all such relationships at the time of bidding. Failure to disclose or detection of such conflict at any stage shall lead to disqualification, termination of contract, and/or other actions as deemed appropriate by the Client.

5.14. Amendment to the contract

5.14.1. The contract signed thereof can be amended by mutual consent of both the parties, provided such amendment is made in writing and signed by both the parties.

5.15. Exit Management

5.15.1. Develop a comprehensive project continuation plan to ensure knowledge transfer and transition for smooth transition of management and operations of SDIP to the relevant government team at the end of the contract.

5.15.2. The Consulting Agency shall update the knowledge transfer and transition plan on 6 monthly basis based on the evolving nature of SDIP.

5.15.3. During the exit management period, the Successful Bidder shall ensure supply of all services as per the contract so that the work of the Client is not affected.

5.15.4. All information (including but not limited to documents, records and agreements) in digital and/ or paper form relating to the services reasonably necessary to enable Client and its nominated agencies to carry out due diligence in order to transition the provision of the Services to Client or its nominated agencies, must be maintained by the Successful Bidder from commencement of the services.

5.15.5. The Consulting Agency will be paid only for the services rendered until the services are being rendered by the Successful Bidder.

5.15.6. Client reserves the right to ask for any additional information at the time of Exit, as deemed fit for smooth exit and continuity of the Services/work.

5.15.7. Ensure at least 90 days of structured knowledge transfer towards the end of the contract period as part of the project continuation plan.

5.15.8. Ensure capacity building workshops for relevant personnel of DGGIT identified as part of the project continuation plan to effectively use and maintain the SDIP.

6. Bid formats

[Note: Italicized comments in rectangular brackets of formats have been provided for the purpose of guidance/ instructions to bidders for preparation of the bid formats. These should not appear in the final bids to be submitted by the bidders]

6.1. Covering letter

Bid Reference No. : DGGIT/PMU-SDIP/2026/1

[Bidders are required to submit the covering letter as given here on their letterhead]

To

Director,
Directorate of Good Governance & Information Technology, Punjab
D-241, Sector – 74, Near Quark City,
Mohali - 160071

Sub: Submission of bid for set up of PMU for implementation of Punjab State Data Policy and Integration Platform

Dear Sir,

1. We, the undersigned, have carefully examined the above referenced tender and submit our bid in full conformity with the said tender.
2. We have read all the provisions of tender & corrigendum and confirm that these are acceptable to us.
3. We further declare that additional conditions, deviations, if any, found in our bid shall not be given effect to.
4. We agree to abide by this bid, consisting of this letter and financial bid, and all attachments, till 180 days from the date of submission of bids as stipulated in the tender and any additional documents submitted, and it shall remain binding upon us and may be accepted by you at any time before the expiration of that period.
5. Until the formal final contract is prepared and executed between us, this bid, together with your written acceptance of the bid and your notification of award, shall constitute a binding contract between us.
6. We hereby declare that all the information and statements made in this proposal are true and accept that any misrepresentation or misinterpretation contained in it may lead to our disqualification.

7. We understand you are not bound to accept any bid you receive, not to give reason for rejection of any bid and that you will not reimburse any expenses incurred by us in bidding.
8. We declare that this is our sole participation in this tender bid and we are not participating / co-participating through any of the other related parties or channels.
9. We are not under declaration of blacklisting or barred by any State Govt. / Central Govt. / Board, Corporations and Government Societies / PSU for any reason as on last date of submission of bid.
10. Tender document cost and EMD has been paid online and the details are as below:-
    [Insert the details as applicable].
11. Our details have been filled below:-

SN	Particulars	Details
1.	Name of the bidder	
2.	Address with telephone numbers, email, etc	
3.	Date of incorporation and/or commencement of business	
4.	Registration Number	
5.	PAN Number	
6.	GST Registration Number	
7.	Name, designation, postal address, e-mail address, phone numbers (including mobile) etc., of Authorized Signatory of the bidder with power of attorney.	
8.	Details of individuals who will serve as the point of contact/communication with the Client in case of the award of the contract. *[The details must include Name, designation, postal address, e-mail address, phone numbers (including mobile) etc.]*	

12. Details of Similar Works that are in progress or have been completed (Proofs attached) :-

SN	Name of the Service Contract	Name of the Client	Number of persons deployed	Value of Contract	Contract start date	Contract completion date

Signature

Full Name

In the capacity of

Duly authorized to sign Proposal for and on behalf of

Date………………….. Place…………………….

[*: Strike off whichever is not applicable]

6.2. Format for Performance Bank Guarantee

To
Director,
Directorate of Good Governance & Information Technology, Punjab
D-241, Sector – 74, Near Quark City,
Mohali - 160071

Whereas, <<name of the Consulting Agency and address>> (hereinafter called “the applicant”) has undertaken, in pursuance of tender No: / Contract no. <<insert tender / contract no.>> dated. <<insert date>> to provide <<insert service type>> services for <<name of the assignment>> to <<Client>> (hereinafter called “the beneficiary”)

And whereas it has been stipulated in the said contract that the applicant shall furnish you with an irrevocable and unconditional bank guarantee by a recognized bank for the sum specified therein as security for compliance with its obligations in accordance with the contract;

And whereas we, <<Name of the Bank>> a banking company incorporated and having its head /registered office at <<address of the registered office>> and having one of its office at <<address of the local office>> have agreed to give the Client such a bank guarantee.

Now, therefore, we hereby affirm that we are guarantors and responsible to you, on behalf of the Consulting Agency, upto a total of Rs. <<Insert Value>> (Rupees <<insert value in words>> only) and we undertake to pay you, upon your first written demand declaring the Consulting Agency to be in default under the contract and without cavil or argument, any sum or sums within the limits of Rs. <<Insert Value>> (Rupees <<insert value in words>> only) as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

We hereby waive the necessity of your demanding the said debt from the applicant before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the contract to be performed there under or of any of the contract documents which may be made between you and the Consulting Agency shall in any way release us from any liability under this guarantee and we hereby waive notice of any such change, addition or modification.

Notwithstanding anything contained herein:

1. Our liability under this bank guarantee shall not exceed Rs <<Insert Value>> (Rupees <<insert value in words>> only).
2. This bank guarantee shall be valid up to <<insert expiry date>>. Claim period up to <<insert claim period>>
3. It is a condition of our liability for payment of the guaranteed amount or any part thereof arising under this bank guarantee that we receive a valid written claim or demand for payment under this bank guarantee on or before <<insert expiry date>> failing which our liability under the guarantee will automatically cease.

Date………………….. Place…………………….

Signature with Seal of Bank

[*: Strike off whichever is not applicable]

6.3. Format for Non Disclosure Agreement (indicative)

To
Director,
Directorate of Good Governance & Information Technology, Punjab
D-241, Sector – 74, Near Quark City,
Mohali - 160071

This Reciprocal Non-Disclosure Agreement (the "Agreement") is. made at_________________________________ between:
Xxxxxxxxxxxxxx having its office at _____________________ ((hereinafter referred to as "Authority" which expression includes its successors and assigns) of the One Part.

And

A private/public limited company/LLP/Firm <strike off whichever is not applicable> incorporated under the provisions of the Companies Act, 1956/2013/Limited Liability Partnership Act 2008 <strike off whichever is not applicable>, having.

its registered office at ____________ (hereinafter referred to as

"________" which expression shall unless repugnant to the subject or context thereof, shall mean and include its successors and permitted assignments) of the OTHER PART.

And whereas ______is carrying on business of providing__ ____, has agreed to ________for DGGIT and other related tasks. Each of the parties mentioned above are collectively referred to as the 'Parties' and individually as a 'Party'.

For purposes of advancing their business relationship, the parties would need to disclose certain valuable confidential information to each other (the Party receiving the information being referred to as the "Receiving Party" and the Party disclosing the information being referred to as the "Disclosing Party. Therefore, in consideration of covenants and agreements contained herein for the mutual disclosure of confidential information to each other, and intending to be legally bound, the parties agree to the terms and conditions as set out hereunder.

Now It Is Hereby Agreed by and Between the Parties as Under

j) Confidential Information and Confidential Materials

1. "Confidential Information" means non-public information that the Disclosing Party designates as being confidential or which, under the circumstances surrounding disclosure ought to be treated as confidential. "Confidential Information" includes, without limitation, information relating to developed, installed or purchased Disclosing Party software or services products, the information relating to general architecture of Disclosing Party's network, information relating to nature and content of data stored within network or in any other storage media, Disclosing Party's business policies, practices, methodology, policy design delivery, and information received from others that Disclosing Party is obligated to treat as confidential. Confidential Information disclosed to the Receiving Party by any Disclosing Party Subsidiary and/or agents is covered by this agreement.
2. Confidential Information shall not include any information that: (i) is or subsequently becomes publicly available without Receiving Party's breach of any obligation owed to Disclosing party; (ii) becomes known to Receiving Party free from any confidentiality obligations prior to Disclosing Party's disclosure of such information to Receiving Party; (iii) became known to Receiving Party from a source other than Disclosing Party other than by the breach of an obligation of confidentiality owed to Disclosing Party and without confidentiality restrictions on use and disclosure; or (iv) is independently developed by Receiving Party.
3. "Confidential Materials" shall mean all tangible materials containing Confidential Information, including without limitation written or printed documents and computer disks or tapes, whether machine or user readable.

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Firm:

Address:

6.4. Project Citation Format

(To be submitted by the Bidder for each eligible project. Separate annexure to be enclosed for each project)

A. **General Information**

Sl. No.	Particulars	Details
1	Name of the Project	
2	Name of the Client / Department / Organization	
3	Address of the Client	
4	Name, Designation, Phone Number & Email ID of Client Contact Person	

B. **Project Details**

Sl. No.	Particulars	Details
1	Brief Description of the Project	
2	Scope of Services Provided by the Bidder	
3	Service Levels / Quality of Service (QoS) Offered	
4	Technologies / Tools / Platforms Used	
5	Outcomes / Key Deliverables Achieved	

C. **Financial Details**

Sl. No.	Particulars	Details
1	Total Cost of the Project (INR)	
2	Total Cost of Services Provided by the Bidder (INR)	

D. **Project Duration**

Sl. No.	Particulars	Details
1	Project Start Date	

2	Project Completion Date	
3	Total Duration of the Project (in months)	
4	Current Status (Completed / Ongoing)	

E. **Supporting Documents**

Sl. No.	Particulars	Details
1	Copy of Work Order / Contract / Completion Certificate (Enclosed / Not Enclosed)	

Declaration

I hereby declare that the information furnished above is true and correct to the best of my knowledge and belief. In case any information is found to be incorrect at any stage, the Client shall have the right to take appropriate action as deemed fit.

Authorized Signatory: ____________________________

Name: ____________________________

Designation: ____________________________

Bidder’s Name: ____________________________

Seal & Signature: ____________________________

Date: ____________________________

6.5. CV Format- Curriculum Vitae (CV) of Core Resources Proposed

1. **Personal Information**

Sl. No.	Particulars	Details
1	Name of Firm	
2	Name of Staff	
3	Date of Birth	
4	Nationality	

2. **Educational Qualifications**

Sl. No.	Course / Degree	University / Institution	Year of Passing

3. **Membership of Professional Organizations**

Sl. No.	Organization	Membership Details

4. **Training & Publications**

Sl. No.	Details

5. **Countries of Work Experience**

Sl. No.	Country	Duration

6. **Language Proficiency**

Language	Speaking	Reading	Writing

7. **Employment Record**

Sl. No.	Organization	Position Held	Duration (MM/YYYY – MM/YYYY)

8. **Brief Profile (Maximum one page)**

9. **Work Undertaken that Best Illustrates the Required Professional Experience**

Assignment – 1
Name of Project / Assignment:
Year:
Location:
Client:
Main Project Features:
Position Held:
Activities Performed:

Assignment – 2
Name of Project / Assignment:
Year:
Location:
Client:
Main Project Features:
Position Held:
Activities Performed:

Assignment – ….
Name of Project / Assignment:
Year:
Location:
Client:
Main Project Features:
Position Held:
Activities Performed:

10. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications, experience, and competencies. I understand that any willful misrepresentation herein may lead to disqualification or termination, if engaged.

Signature: ____________________________

Name: ____________________________

Date: ____________________________

6.6. Self Declaration- Blacklisting/ Breach of contract

[On the letterhead of the organization]

No. Date:

To,

Director,
Directorate of Governance Reforms & Public Grievances, Punjab
D-241, Sector – 74, Near Quark City,
Mohali - 160071

Subject: Self Declaration of not being blacklisted, insolvent and convicted of any criminal offense.

Ref: Your Bid Reference No. : DGGIT/PMU-SDIP/2026/1

Dear Sir/ Madam,

We confirm that our company or firm, <Name_of_the_company/firm>, is as on the date of submission of this bid: -

A. Is not under a declaration of ineligibility for corrupt or fraudulent practices and has not been blacklisted by any State Govt. / Central Govt. / Board, Corporations and Government Societies / PSU for any reason.
B. Is not insolvent, in receivership, bankrupt or being wound up, not have its affairs administered by court or judicial officer, not have its business activities suspended and has not been the subject of legal proceedings for any of the foregoing reasons.
C. And our directors, partners and officers are not convicted of any criminal offense related to their professional conduct or the making of false statements or misrepresentations as to their qualifications as on date of submission of bid or not have been otherwise disqualified pursuant to debarment proceedings.
D. Is not involved in a breach of general or specific instructions for bidding, general and special conditions of contract with Government of Punjab or any of its agencies as on date of submission of bid.

Yours Sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Firm:

Address:

6.7. Format of Authorization Letter for Signing of Proposal

(To be submitted on Non-Judicial Stamp Paper of appropriate value)

(Power of Attorney / Board Resolution in favour of the Authorized Representative)

KNOW ALL MEN BY THESE PRESENTS that We ________________________(name of the Bidder / enterprise), having its registered office at________________________________, do hereby irrevocably constitute, nominate, appoint, and authorize Mr./Ms. __________________,son/daughter/wife of ____________________, residing at ____, and presently employed with us and holding the position/designation of ________________, as our true and lawful attorney (hereinafter referred to as the "Authorized Representative"), to do in our name and on our behalf all such acts, deeds, and things as may be necessary or required in connection with or incidental to the submission of our Bid pursuant to RFP Reference No. _________________________ dated _________________________.

The Authorized Representative is hereby authorized to:

- Sign and submit the Bid, including all documents, forms, declarations, affidavits, and undertakings;
- Provide clarifications, information, and responses to the Tendering Authority;
- Represent us before the Tendering Authority in all matters relating to the Bid, including negotiations;
- Sign and execute all agreements and documents consequent upon acceptance of our Bid; and
- Generally deal with the Tendering Authority in all matters arising out of or relating to the tender.

AND WE HEREBY AGREE to ratify and confirm all acts, deeds, and things lawfully done by the Authorized Representative pursuant to the powers conferred by this Authorization Letter.

IN WITNESS WHEREOF, we, the above-named Principal, have executed this Authorization Letter on this ________ day of _____________, 20____. For and on behalf of: ____________________(Name of the Bidder)

Authorized Signatory:
Signature:
Name:
Designation:
Address:

Seal of the Bidder

Accepted by the Authorized Representative

Signature:

Name:

Designation:

Address:

Witnesses:

Signature:

Name:

Address:

Signature:

Name:

Address:

7. State Data Integration Platform (SDIP)

7.1. Introduction

a. The foundational principle of all social protection schemes is to improve the living standards of the most vulnerable citizens/residents. Hence streamlining benefit delivery is of paramount importance to accomplish policy-driven social welfare priorities and strengthen the financial inclusion goals of the Government.
b. Several limitations present in scheme management systems inhibit Government efforts to strengthen the delivery of essential public services to target beneficiaries. This highlights the need for introducing an integrated benefit delivery platform that could successfully harmonise and digitalize various functions across the Department schemes that offered DBT services.
c. The best way to successfully accomplish this is by devising a modular, open standards-based technology-driven platform that can automate all key functions in the benefits delivery lifecycle (from beneficiary registration to benefit disbursement), build verifiable source-of-truth registries for benefit management, and streamline inter-scheme data harmonisation efforts across various line ministries. Therefore, the creation of an integrated State Data Integration Platform shall provide support to in coordinating benefit delivery efforts across various Department-led social welfare schemes in the State.

7.2. Objectives

a. Improved coverage, targeting, and access to benefit transfer programs for residents of the state;
b. Improve capacities of State Govt. to use ICT innovations towards improved service delivery for beneficiaries and improve ease of access;
c. Improve the capacities of the State Govt. to identify beneficiaries, enhance revenue , plan budget, track expenditure efficiencies and monitor benefit transfer programs, by building an integrated delivery platform;
d. Establish framework for interaction and exchange of data between departments;
e. Improved ease of access for beneficiaries trying to avail services related to social protection and cash-benefits;
f. Efficient execution and monitoring of welfare schemes across the State;

g. Standardised beneficiary experience across departments for all public and social welfare services and benefits;
h. Enhanced efficiency, transparency and accountability in the delivery of welfare services and benefits;
i. Improved policy coordination across multiple programs and line departments.

7.3. Broad Outcome

a. **Improve access to social benefits:** The resident will get anywhere anytime and unified access to social benefits. These benefits will be enabled through a self-service mode as well as an assisted mode at either the doorstep or near the doorstep of the resident.
b. **Improve convenience of social benefit delivery:** The social benefit will be made available in a cashless, paperless, and faceless manner.
c. **Digitise and simplify the public services:** The entire process for service application submission, processing and output delivery will be simplified and digitised. The service application processing will be streamlined using a reengineered process and electronic rule-based validation of data elements.
d. **Set up robust resident engagement (public awareness and grievance management) systems:** A simple multi-channel interface would be developed for residents to interact with the government. The residents will be able to reach out to the government for enquiry, feedback and grievances. The grievances from this interface as well as other existing interfaces will be processed through a predetermined integrated workflow by respective entities. The resolution or response to grievances and queries will be reported back to residents within stipulated timelines to their satisfaction.
e. **Enable data-driven governance and innovation:** The vast amount of data spread across the departments will be utilised for the purpose of monitoring the existing scheme and planning for the new scheme. For this purpose, a system will be made available to the department which will create actionable information, reports, dashboards, and insights.
f. **Enable collaboration among government entities:** The data elements will be stored in a federated manner with the concerned departments which will contribute to increased privacy of residents' data. The departments will strive to build convenient and robust processes, and to develop or adopt electronic systems to streamline mechanisms for corrections and updates. A system will be developed for the exchange of data needed by one department (user

department) for service delivery and stored by another department (provider department).

7.4. Design Principles

a. **Design for Inclusion:** All the legal residents of Punjab are eligible to be a part of the SDIP. Insofar as subsidies, benefits or services to be given are concerned by individual Departments, the State Government can mandate that the receipt of these subsidies, benefits and services could be given only on furnishing proof. SDIP must be designed in a manner that only requires a limited number of demographic attributes and will have dynamic and flexible processes for registration and ongoing updates.

b. **Openness, Vendor Neutrality and Standards-Based Operability:** Another key governing principle is that the service components of SDIP should embrace an open protocol-based interoperability principle which is an essential requirement, for achieving seamless integration between SDIP and the third-party systems (e.g. Scheme systems, payment/SMS gateways) for delivering public services to the beneficiaries.

c. **Design for Scale:** The amount of data managed by the SDIP may increase over time (increase in coverage/integrated schemes etc.) and hence adequate attention must be given to strengthening technology and processes on an ongoing basis. This should be achieved by the following measures;

   i. Ability of technology infrastructure to horizontally scale (for compute & storage requirements) i.e. add additional system resources without having to shut down the core system components

   ii. Support loose-coupling of various platform components through an API/Microservices-based design

d. **Strong Data Governance:** SDIP should be supported by a strong data-ownership model, which governs several policy requirements for the authorised data stewards/owners (e.g. provisions to access, create, modify, and use a specific internal data set, as well as rights to assign/delegate such access privileges to others). All authorised SDIP data owners/stewards not only have a responsibility to keep it safe and secure, but also carry a responsibility to ensure that it is current, consistent, and correct. Program beneficiaries (who have records managed within the SDIP ecosystem) are likely to reach out to local touch-points to address any data discrepancies and updates, due to certain life events such as relocation, marriage, etc. Hence, as a general design criterion, data ownership privileges & permissions should be set at appropriate levels.

e. **Consent Management:** SDIP should have a strong emphasis on ensuring the privacy of resident data by clearly defining what data is collected, the permissible uses of the data, and by ensuring that data is not shared with other entities without prior permission and consent. SDIP should also provide flexible provisions for residents to determine “what” information is provided to “whom” and for “how long”, as well as “which” users should not be provided access to the resident’s data in the SDIP registry (i.e. on the lines of a “partial opt-in” and “opt-out” consent models). The consent management principles should encapsulate all other guidelines prescribed by concerned authorities like the Ministry of Electronics and Information Technology, UIDAI, Law Ministry etc.

f. **Security and Privacy by Design:** Safeguarding the security of data to prevent unauthorised access and or/ alterations must be a foundational principle of SDIP. Incorporating adequate privacy measures (pertaining to a resident’s PII data) will have to be a cross-cutting principle adopted across all design elements of the platform. This includes adopting internationally accepted norms and best practices as well as conforming to the country’s data protection regulations. Important design functions must have PII security and privacy controls built-in, as part of the platform architecture, for e.g. as outlined below;

   i. **Limited resident data** - It is essential that resident data be kept to a minimum and focused on providing identity-related functions in the service delivery workflow and nothing else. All other resident data required for executing service transactions pertaining to a specific scheme must be maintained in the individual scheme- databases.

   ii. **ID numbering scheme** – While the Aadhaar coverage in Punjab is fairly good, the government desires the platform to allow residents to enrol and update data who don’t have Aadhaar or wish not to share it. Therefore, it is required that the ID issued to every registered resident is a “random unique number” that can’t be reverse-engineered, with no built-in intelligence or profiling information.

g. **Service Unbundling:** All SDIP services should be designed as ‘modular components’. This modular design would enable platform scalability and should support data federation.

h. **User-Centricity:** SDIP will have to be architected keeping a “user-centric design” as a central design principle. This is important so that the platform will be easy to use for all stakeholders concerned. Ensuring ‘accessibility’ and ‘availability’ (e.g., supporting ‘online/offline’ system availability) are key components of such a design. The platform vision might also accommodate beneficiaries (as potential users of the platform). Hence, an architectural focus on platform- usability must be a critical governing principle for the successful adoption of the platform.

i. **Ecosystem Approach:** Given the federated nature of the platform governance (with individual Departments operating many of the State schemes) it is important to enlist a group of operational partners under an ‘ecosystem’ model. This ecosystem can include external public and private utilities that will collaborate with the platform for executing various functions, platform implementation (SI/MSP) and end-user agencies (e.g. Sewa Kendras). Such an ecosystem approach will necessitate that the interfaces between these partners (and their systems) will have to be well-defined and standardised - via a technology backbone that would hold together this partner ecosystem.

j. **Platform Resilience, Manageability and Reliability:** The platform is envisioned to mature over time and thus, will undergo a lot of changes over time (e.g. legal, processes and technology-related changes). Hence, ‘manageability’ (i.e. ease of implementing changes) is important. The platform must be resilient against hardware and software failures to avoid any ‘single point of failure’ and require minimum human interventions. Continuous monitoring of service components within the ecosystem is necessary to ensure adequate integrity of data and uninterrupted availability of business processes.

7.5. Recommended Architectural Approach for the SDIP

Four broad architectural options may be considered for the SDIP (Details of different approaches and their pros & cons are listed in Annexure-2 of this document)

1. Centralised Database Approach
2. Federated API-based Exchange Approach
3. Certificate-Based Exchange Approach

4. Hybrid Model combining the Federated and Certificate Based Exchange, along with a central citizen registry owned by the Nodal Department/Authority housing SDIP Approach

It may be noted that while states like Haryana and Rajasthan have a completely centralised database (with Departmental databases effectively discarded), other states continue to store individual attributes in respective Departmental databases (which is reflected in the central portal) while only storing the data of *new enrolments* afresh in the central portal.

Based on a study of the above systems, the most effective approach for the State Data Integration Platform (SDIP) is to adopt a **Hybrid Architecture**—leveraging both real-time APIs, certificate-based mechanisms along with creating a central citizen registry

1. Central citizen registry of core citizen variables for all citizens of Punjab – These are essential citizen attributes that are essential to identifying a unique citizen—such as name, father/mother's name, date of birth, gender, and address—that are foundational to public service delivery but are not consistently owned or maintained by any single department. This ensures that there is a centralised memory of an Aadhaar-authenticated unique citizen that can be used by any department on a need basis for service delivery, targeted benefit delivery without any duplication, revenue augmentation, expenditure tracking, or socio-economic planning at the State level. New citizens can also "sign-up" or enrol to this central citizen database.
2. All other scheme/benefit - dependent variables are to be owned by the respective departments. Each department remains the sole custodian of its data and is accountable for its accuracy and updates. Cross-department data access happens only with proper authorization. The citizen registry therefore acts as a single source of truth for the core citizen variables and a shared verification layer for other inter-departmental variables.
3. Every variable is tagged to a source or "owner" department which will be the sole custodian of that data attribute. A list of identified common variables and their source departments has been prepared. The same has been sent across the 15 departments to verify how many variables are being used in their respective databases.
4. Certificates: Verified core attributes can be linked with department-issued digitally signed certificates (e.g., caste, income, disability), forming a trustworthy and reusable base for:
    a. Service eligibility checks
    b. Avoiding data duplication

c. Enabling cross-scheme integration
d. Supporting analytics and reporting

Certificate Reuse: Once issued, certificates can be consumed by multiple departments without duplication, reducing processing time and system load.

5. Real-time APIs are leveraged where information needs to be accessed or updated instantly, such as health records or financial transactions.
6. Auditability and Governance: Every access, update, or exchange of data is logged, governed, and auditable to maintain trust and transparency.
7. Security and Privacy: Citizen data is accessed only when necessary, with proper consent and under strict security protocols.
8. Efficiency and Convenience: Citizens are no longer required to submit the same information repeatedly. Certificates and attributes can be reused, reducing physical visits and administrative burden.