

Expression of Interest: Upgrade of CARE Nepal’s Information Management System (CNIMS)

Issuing Organization: CARE Nepal

Location: Kathmandu, Nepal (with field reach across all provinces)

Submission Deadline: 7 October 2026

Reporting To: Database and Information Management Specialist, Program Quality and Impact Department

1. About CARE Nepal

CARE is a leading humanitarian and development organization committed to ending poverty and social injustice, with a particular focus on the empowerment of women and girls. CARE Nepal has been operational since 1978 and works with the most vulnerable communities across Nepal — including Dalit, ethnic minority, and Indigenous communities; women and adolescent girls; and populations affected by disasters and climate change.

CARE Nepal operates through a wide network of civil society organizations, community-based partners, government institutions, and private sector actors across Nepal. This partner-centered model is central to how CARE Nepal designs and delivers its programming.

In 2026, CARE Nepal launched its Strategy 2026–2030, which marks a deliberate shift from direct service delivery toward systems change — influencing policies, institutions, markets, and social norms to create sustained and scalable impact. The strategy is organized around four Strategic Priority Outcome Areas:

- **Humanitarian Response and Disaster Risk Reduction**
- **Violence Against Women and Girls, Child Early and Forced Marriage, and Education**
- **Health and Nutrition**
- **Enterprise, Climate, and Agriculture**

This strategic direction is underpinned by feminist principles, systems thinking, and a commitment to locally led, evidence-based, and adaptive programming. Digital technology integration is explicitly identified as an enabling approach for delivering this strategy.

2. Background: CARE Nepal Information Management System (CNIMS)

Since 2021, CARE Nepal has operated its own web and mobile-based Management Information System — the CARE Nepal Information Management System (CNIMS). Built on a .NET platform, CNIMS serves as the central tool for project and program data management, covering:

- Activity planning and logframe management
- Event-based data entry and reporting
- Indicator tracking
- Participant data management
- Feedback and accountability case management
- Data visualisation and reporting

CNIMS is used by CARE Nepal staff and implementing partner organizations and plays a central role in the work of CARE Nepal's Program Quality and Impact (PQI) Unit, which leads monitoring, evaluation, learning, knowledge management, feedback and accountability, and program quality assurance — contributing to driving the organization toward its strategic vision and mission.

Over five years of operation, CNIMS has accumulated a substantial institutional data asset — covering multiple projects, partners, logframe, participant records, and accountability cases. This data represents an important organizational resource that must be preserved in full.

3. Rationale for Upgrade

CARE Nepal is not seeking to build a new system from scratch. **This is a strategic upgrade of an existing, operational MIS.** The rationale for upgrading is threefold.

- **Alignment with the new strategic period.** CNIMS was built to serve CARE Nepal's previous thematic structure. The Strategy 2026–2030 introduces four new Strategic Outcome Areas, a stronger focus on systems change and partner-led delivery, and alignment with CARE International's global data standards, including participant tracking requirements. The upgraded system must reflect this new architecture while preserving all historical data.
- **Addressing accumulated system limitations.** Through five years of operational experience, CARE Nepal and its partners have identified significant limitations in CNIMS — including data flow and consistency issues, inadequate data security controls, weak documentation and maintenance standards, limited dashboard functionality, and constraints in participant tracking and feedback case management. A recent internal audit identified CNIMS-related gaps as Critical and High-risk findings, reinforcing the urgency of this upgrade.
- **Positioning for the next five to six years.** The upgraded system must not only fix what is broken — it must be designed to serve CARE Nepal's programming needs through 2030 and beyond. This means a system that is scalable, interoperable, capable of integrating emerging technologies, and built to CARE's responsible data management standards from the ground up.

4. Objective

The primary objective of this assignment is to upgrade CNIMS — delivering a significantly improved web and mobile-based information management system that:

- Aligns with CARE Nepal's Strategy 2026–2030 and CARE International's global data standards
- Integrates organizational-level tools and processes (such as PQ standards and the AIIR tool) to support evidence generation and use
- Addresses the documented technical and functional limitations of the current system
- Preserves and migrates all historical data without loss or distortion
- Meets CARE's Responsible Data Management Guidelines across the full data lifecycle
- Serves CARE Nepal and its implementing partners effectively for the next five to six years

- Is built on the existing .NET platform and is scalable, secure, and well-documented

5. What We Are Looking for in a Partner

CARE Nepal is not simply procuring a technical service — we are looking for a partner who will grow with us. The right firm will bring more than development expertise; they will bring curiosity about the development sector, a genuine understanding of the communities our data serves, and the confidence to propose solutions we may not have considered ourselves.

We want a partner who asks good questions, challenges our assumptions where needed, and takes pride in the outcome — not just the delivery. This is an opportunity to build something that genuinely matters, and we are looking for a firm that sees it that way.

6. Scope of Work

The selected technical partner will be responsible for the following areas of work.

6.1 Discovery and Diagnostic

Before any development begins, the partner will conduct a thorough diagnostic of the current CNIMS system, including:

- A review of existing tools, templates, and data flows
- Consultation with CARE Nepal staff and implementing partners at multiple levels
- An assessment of the root causes of existing system limitations

A key architectural consideration to be explored during this phase is the placement of the project at the center of the system — meaning all data elements (forms, indicators, staff permissions, and participant tracking) are anchored to a specific project code or grant, with thematic or strategic outcome areas functioning as attributes or tags rather than the core structure. This approach and its implications for the new system design must be discussed and agreed with CARE Nepal during the discovery phase.

This phase must result in a substantive Inception Report that includes a data migration plan, entity-relationship diagram, and prototype design, agreed with CARE Nepal before development proceeds.

6.2 Strategic Framework Alignment

The upgraded system must support CARE Nepal's new strategic architecture. This includes:

- Mapping projects and indicators to the four new Strategic Outcome Areas
- Fully preserving all data associated with the previous thematic structure
- Enabling indicator linkage from project level through to Strategic Outcome Area level
- Aligning with CARE International's global indicator frameworks, SDG indicators, and SWC indicators
- Ensuring the transition between the old and new structures is seamless for users

6.3 Core System Functionality

The upgraded system must deliver substantive improvements across the following functional areas:

- **Project Planning and Logframe Management** — flexible, non-sequential logframe entry; version-controlled activity planning that supports revision during

implementation without disrupting historical data; and a functional, user-friendly Indicator Tracking Table with real-time linkage to activity data.

- **Dynamic Form Builder** — the ability to create and configure custom data collection forms as project needs evolve, with automatic linkage between form submissions and the reporting module for real-time data analysis.
- **Data Flow and Integrity** — a robust, clearly documented data architecture in which data entered once is accurately and consistently reflected across all system modules. The partner must demonstrate how inconsistencies in the current system will be resolved and prevented in the new design.
- **Participant Tracking and Unique Identification** — a comprehensive participant tracking system that includes: unique participant identifiers (system-generated or using standardized metadata) to track individuals across multiple projects, services, and timeframes; an automated de-duplication engine to prevent duplicate entries across sectors; longitudinal tracking capability that links baseline, monitoring, and endline data to individual or household profiles to measure sustained impact over time; and a unified activity log enabling staff to view a participant's complete history of interventions, services received, and training attended.
- **Feedback and Accountability Case Management** — a strengthened FAM module with role-based access controls, enforced mandatory fields at every stage of the case management workflow, mandatory evidence upload prior to case closure, automatic escalation for overdue cases, and strict confidentiality controls for high-grade complaints.
- **Dashboards, Reporting, and Data Visualization** — user-centered, interactive dashboards developed in consultation with CARE Nepal's program, M&E, management, and partner user groups. The system must include a line-listing tool that allows administrators and project staff to filter, query, and generate tabular or graphical reports. Dashboards must support filtering, trend analysis, and progress against targets, and align with PIIRS and other key reporting frameworks.
- **System Security and User Management** — a unified Single Sign-On (SSO) architecture leveraging existing CARE login credentials, secured by Multi-Factor Authentication (MFA); a robust administrative interface featuring granular Role-Based Access Control (RBAC) to precisely manage user privileges and permissions; strong password policies; data access logging; and consistent security controls across web and mobile platforms, in full compliance with CARE's Responsible Data Management Guidelines.

6.4 Mobile Application

The mobile application is the primary data entry tool for field staff and partner organizations operating in low-connectivity environments. The upgraded system must deliver:

- A reliable, user-friendly mobile application compatible with Android platforms, with minimal hardware requirements
- Robust offline data entry and sync functionality
- Full access to group and participant data in the field
- Security controls equivalent to the web platform

6.5 Interoperability and Integration

The system must be designed with interoperability as a core architectural principle, not an afterthought. This includes:

- **Power BI Integration** — seamless integration with Microsoft Power BI via API or Power BI Embedded, enabling interactive dashboards, charts, and KPIs to be rendered directly within the application interface, with automated data pipelines ensuring near real-time synchronization between the system and Power BI semantic models
- A scoped integration with AIIR tools, with data exchange protocols, format, and frequency to be defined during the discovery phase
- Data harmonization to support PIIRS alignment during reporting — the specific requirements for this will be scoped jointly with CARE Nepal during the inception phase
- An assessment of and proposed approach to AI-assisted functionality, including the feasibility of in-system guidance tools for data entry users

6.6 Data Migration

The selected vendor will manage the end-to-end migration of all historical project and participant data from existing formats into the upgraded system. This includes:

- Data mapping, cleaning, and validation to ensure full compatibility with the new system architecture
- Full preservation of all projects under the previous thematic structure — all historical records must remain intact and queryable
- Inclusion of the migration plan in the Inception Report
- A post-migration data quality validation exercise to be completed before go-live, with no data loss permitted

6.7 Responsible Data Management

The upgraded system must be designed and built in full compliance with CARE USA's Responsible Data Management Guidelines (February 2021). This is a non-negotiable requirement. The selected partner — as a vendor accessing CARE Nepal's program data — is legally and contractually bound by these guidelines across the full data lifecycle.

Prior to the commencement of any development or data handling, the selected contractor must sign a formal **Data Processing Agreement (DPA)** with CARE Nepal, legally binding them to strict data confidentiality, privacy, and security protocols.

Additional specific requirements include:

- Privacy by design as a foundational architecture principle
- Data minimization — the system should support collection of only what is needed and for a defined purpose
- Appropriate mechanisms for data anonymization and de-identification
- A clear data retention and disposal policy consistent with CARE's five-year post-project retention standard
- Compliance with applicable national and international data protection laws
- The ability to process participant data subject requests including correction and deletion

The partner will also be required to complete CARE's Data Privacy Check for Tech Partners prior to contract award.

6.8 System Documentation

System documentation is a **core contractual deliverable**, not a supplementary output. The selected partner is responsible for delivering and maintaining:

- A **User Manual** tailored for non-technical administrators and field staff, covering all major system functions with step-by-step workflows, screenshots, and short instructional videos where feasible
- A **Technical Document** detailing system architecture, database schemas, API integrations, and deployment steps, for use by IT and technical administrators
- Contextual in-system guidance embedded at the point of use, including field-level tooltips and help text
- Role-differentiated guidance across three user tiers: field and web data entry staff; MEL and program staff; and IT/technical administrators

Documentation must not be a static, one-time deliverable. The contractor is required to update both the User Manual and Technical Document concurrently with any system updates, feature enhancements, or patch deployments throughout the duration of the contract. All documentation must be version-controlled, centrally accessible, and validated with CARE Nepal staff before finalization. Failure to maintain documentation in line with system changes will constitute a breach of the service agreement.

7. Development Methodology

The selected partner is expected to follow a structured, phased approach:

- **Phase 1 — Discovery (approximately 2–3 weeks):** Introductory consultation with CARE Nepal team; review of existing system, tools, templates, and data; field-level consultations with partner users; and preparation of the Inception Report.
- **Phase 2 — Development (approximately 10–12 weeks):** System design and architecture; iterative development with fortnightly updates to CARE Nepal; testing; and finalization of user guides and training materials.
- **Phase 3 — Piloting and Adjustment (approximately 3–4 weeks):** Orientation with real users; piloting with a representative sample of CARE and partner staff; adjustment based on piloting findings; and User Acceptance Testing (UAT).
- **Phase 4 — Handover and Capacity Building (approximately 1–2 weeks):** System presentation to CARE Nepal team; in-depth training for CARE and partner staff; handover of all documentation.
- **Phase 5 — Annual Maintenance Service:** Ongoing technical support, bug fixes, system updates, and documentation maintenance under a clearly defined AMC agreement (see Section 8).

8. Annual Maintenance Cost (AMC)

The AMC arrangement is a critical component of this contract and must be explicitly and comprehensively defined — not left to a general commitment. At minimum, the AMC agreement must specify:

- The scope of services included, and what falls outside the standard arrangement
- Response time commitments by issue severity (critical, high, routine)
- The process and timeline for delivering system updates and enhancements

- The obligation to update all relevant documentation within an agreed period following any system change
- A schedule of regular review meetings between CARE Nepal and the technical partner
- The basis and process for AMC renewal or renegotiation

9. Key Deliverables

At minimum, the selected organization must deliver:

1. Inception Report (including diagnostic findings, architectural recommendations, data migration plan, entity-relationship diagram, and prototype design)
2. Upgraded system — live environment and training environment, built on the existing .NET platform
3. Upgraded mobile application (Android compatible)
4. Post-migration data validation report
5. User Acceptance Testing (UAT) report
6. User Manual (non-technical, role-differentiated across three tiers)
7. Technical Document (system architecture, database schemas, API integrations, deployment)
8. In-system help and contextual guidance
9. Signed Data Processing Agreement (DPA)
10. Completed Data Privacy Check for Tech Partners
11. Annual Maintenance Service agreement

10. Reporting and Governance

The selected organization will report to **Database and Information Management Specialist at CARE Nepal**. CARE Nepal's IT focal persons will be jointly involved throughout all phases of the assignment. A structured change management process will govern any scope changes during development.

11. Timeframe

CARE Nepal is targeting completion of this assignment within the current fiscal year. The contract period, including the development and handover phases, is anticipated to be **within FY27 (by June 2027)**. The AMC arrangement will follow handover for a minimum of one year, with provisions for renewal.

12. Budget

The budget for this assignment will be determined on the basis of competitive financial proposals received from applicant organizations.

13. Qualifications and Experience

Applicant organizations must demonstrate the following:

- Legally registered in Nepal and providing IT solutions to development or humanitarian sector organizations for a minimum of five years
- Demonstrated experience in the design and development of MIS and MEL software for similar organizations, with references from at least two completed assignments

- Demonstrated experience in mobile application development (Android) for offline use in low-connectivity environments
- Demonstrated experience in system migration and data integrity management — specifically, the ability to migrate large, multi-year datasets from an existing system without loss or disruption
- Demonstrated experience in dashboard design and data visualization, including Power BI integration
- Familiarity with Single Sign-On (SSO) architecture and Role-Based Access Control (RBAC) implementation
- Evidence of a proactive, solution-oriented approach to client partnerships — not solely project-based execution. Applicants are encouraged to describe how they have brought creative or innovative contributions to past assignments
- A strong track record of documentation delivery and AMC follow-through. References may be sought specifically on these areas
- Familiarity with responsible data management principles and the ability to demonstrate compliance with data privacy standards applicable to development sector programming
- Experience with or demonstrable understanding of AI integration or forward-looking system architecture is an advantage

14. How to Apply

Interested organizations are invited to submit an Expression of Interest that includes:

- A brief organizational profile and summary of relevant experience (no more than three pages)
- A description of your proposed approach to this assignment, including how you would approach the discovery phase and the data migration — we are particularly interested in how you would work with us, not just what you would build.
- A summary of two to three comparable assignments, including contact references
- Completed Data Privacy Check for Tech Partners (available on request)
- A preliminary financial proposal or indicative budget range

Submissions should be sent to npl.carenepal@care.org by **7 October 2026**.

Shortlisted organizations will be invited for a presentation and discussion with the CARE Nepal team before final selection.

15. Additional Information

Applicants requiring clarification may submit written questions to npl.carenepal@care.org by **4 October 2026**. Responses will be shared with all applicants. CARE Nepal reserves the right to accept or reject any or all applications without providing reasons.

The evaluation will be conducted in four stages, with a total score of 100 marks as follows:

Stage 1: Technical Evaluation - 70 Marks

- Proposed technical solution (Security architecture, offline capabilities, API and interoperability approach, AI and analytics features, reporting and dashboard capabilities, future-readiness considerations among others)
- Methodology (Impact, Business and System) and clear workplan with timeline
- Team composition and expertise

- Demonstrated understanding of the assignment
- Support and maintenance plan
- Organizational experiences and demonstration of any relevant prior works

Stage 2: In-Person Meeting and Discussion — 10 Marks

- Formal meeting with the top three (3) shortlisted consultancy firms
- Presentation of approach and clarifications on proposed methodology

Stage 3: Financial Evaluation — 20 Marks

- 5 marks – Legal compliance
- 15 marks – Quality and clarity of the financial proposal

Stage 4: Consolidation of Scores and Final Ranking

- Combined scoring from all stages
- Ranking of consultancy firms
- Recommendation for award of contract

Note: A consultancy firm must obtain a minimum of 80% of the total technical evaluation score to be considered eligible for the further interview stage.

16. Ownership and Confidentiality

- All data, analysis, databases, reports, tools, photographs and other materials generated under this consultancy will remain the property of CARE Nepal, unless otherwise agreed in writing.
- The consultant shall maintain confidentiality of all project and respondent information and shall not publish or share project data without prior written approval.