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MINISTRY OF SKILL DEVELOPMENT AND ENTREPRENEURSHIP

Guidelines

Component II: Capacity Augmentation of Five (5) National Skill Training Institutes (NSTIs) and Setting up of Five (5) National Centre of Excellences

August, 2025

Contents

1. Background and Rationale

The Ministry of Skill Development and Entrepreneurship (MSDE), established in the year 2014, has been entrusted with coordinating all skill development initiatives across the country. Its mandate includes bridging the gap between the demand and supply of skilled manpower, strengthening the vocational and technical training ecosystem, and fostering skill upgradation, innovation, and future-readiness—addressing both current and emerging job opportunities. These efforts are supported by its key institutional arms: Directorate General of Training (DGT), National Council for Vocational Education and Training (NCVET), National Skill Development Corporation (NSDC), and the National Skill Development Fund (NSDF).

The Director General of Training implements the Craftsmen Training Scheme (CTS) through a nationwide network of Industrial Training Institutes (ITIs). At present,169 trades aligned with the National Skill Qualification Framework (NSQF) are offered under the scheme.

In addition to CTS, with an objective of building the capacities of craft instructors, DGT also implements the Craft Instructor Training Scheme (CITS) through a network of 33 National Skill Training Institutes (NSTIs), comprising 19 Women NSTIs and 14 General NSTIs. These institutes are under the administrative control of the Central Government. NSTIs offer training to qualifying trainers on pedagogy and hands-on training methodologies. They also conduct training programmes for existing instructors from ITIs, supervisory-level personnel from industry, and offer tailor-made courses based on industry requirements.

The National Skill Training Institutes (NSTIs) have been at the forefront of providing training to instructors in the skilling ecosystem and delivering advanced vocational training for industry, based on its evolving requirements. NSTIs are also offering Craftsmen Training Scheme (CTS) programmes in new-age and emerging technologies.

With rapid technological advancements, there is a continuous need to upgrade NSTIs to ensure that the training of trainers remains aligned with current and future industry needs. Strengthening linkages with industry is essential. Industry should have a greater role in the governance of these institutes, including participation in trainer training, course content development, and curriculum design based on changing market demands.

The National Scheme for ITI Upgradation and Setting Up of National Centres of Excellence for Skilling (NCoE) comprises two components. The first component focuses on improving training outcomes and aligning skilling efforts with industry requirements by upgrading 1,000 Government ITIs under a Hub and Spoke model. Training content and course design under this component will be tailored to meet specific industry needs.

The second component pertains to the capacity augmentation of five (5) NSTIs and their transformation into National Centres of Excellence for Skilling in partnership with global institutions. The total outlay of the scheme is ₹60,000 crore (Central Share: ₹30,000 crore; State Share: ₹20,000 crore; Industry Share: ₹10,000 crore) over a five-year period (FY 2025-26 to FY 2029-30). The outlay for the second component is ₹1,500 crore.

These guidelines pertain to the second component of the scheme, namely, the "Capacity Augmentation of Five (5) National Skill Training Institutes (NSTIs) and Setting up of Five (5) National Centres of Excellence for Skilling", which is to be implemented in collaboration with leading industries and global partners.

2. Objectives of the Second Component of Scheme

The objective under the second component of the scheme is to develop five (5) National Skill Training Institutes (NSTIs) as premier institutions for skilling and trainer development. This will be achieved by strengthening their industry alignment and engagement, institutional governance, physical infrastructure, improving the quality of training, enhancing learning outcomes, and increasing the market relevance of courses. In essence, the scheme aims to create a framework for government-owned, industry-managed institutions, operating under a new institutional structure. Under this component, upgradation will be undertaken at five National Skill Training Institutes (NSTIs) located in Bhubaneswar, Chennai, Hyderabad, Kanpur, and Ludhiana[1].

The key features of this component include:

1. Introduce up to 20 long-term trades (including a Centre of Excellence), 10 short-term trades, and upgrade 20 existing courses to augment training capacity. This will be supported with upgradation of infrastructure including modern labs and residential facilities and renovated or newly constructed hostels, as required.
2. Identification of Global Partners and sectors for the establishment of National Centres of Excellence in Skilling. Global partnerships will support curriculum design, training of trainers, skills certification frameworks, and periodic reviews
3. Provide avenues for continuous learning opportunities for the existing workforce engaged in the industrial and manufacturing sectors.
4. In addition to the re-design and roll-out of upgraded CITS programmes, the upgraded NSTIs shall offer Diploma and Advanced Diploma-level certifications with multiple entry and exit options. The target group shall include Class 10 pass-outs

[1] The NSTIs were selected based on parameters like land area of the institute, trade diversity, existing sitting capacity, scope for expansion, availability of faculty, etc. The details of institute are given in Annexure- I.

and above, including working professionals, graduates, and postgraduates seeking higher-level skilling programmes.

5. Create and anchor a research ecosystem within each campus for continuous mapping of the job market. This will enable evidence-based skill gap analysis to inform changes in pedagogy and curriculum for existing skill courses and to support the introduction of new courses based on anticipated future skill requirements.
6. Establish robust industry engagement mechanisms, including significant industry representation, dynamic apprenticeship programmes in collaboration with corporates, and upskilling/re-skilling programmes for the in-employment workforce.
7. Delivering specialized training programs for ITI principals, administrators, and vocational trainers, with a focus on pre-service and in-service training of 50,000 instructors in technical and pedagogical skills.

3. Implementation Framework

The implementation framework includes establishing governance and institutional mechanisms at the national and institute levels, as outlined below

1. A National Steering Committee (NSC), an apex body, shall be constituted for overall governance and policy direction under the scheme. The NSC will be supported by a National Project Management Unit (NPMU) at the central level.
2. An Institutional Management Committee (IMC), in the form of a registered Society, shall be constituted at each NSTI to implement the upgradation activities and achieve the objectives of the scheme.

This section outlines the structure and functions of the above-mentioned governance and implementation bodies. It also details the onboarding process of industry partners, and the roles and responsibilities of the Industry Partner and Global Partner, as envisaged under the scheme

The scheme will be implemented over a period of five years, including the onboarding of Industry Partners and initiation of implementation activities at the NSTI level.

3.1 National Steering Committee (NSC)

A National Steering Committee (NSC) shall be constituted at the central level, under the chairpersonship of the Secretary, Ministry of Skill Development and Entrepreneurship (MSDE). The NSC shall provide overall vision and policy direction for the entire scheme, including its components related to Industrial Training Institutes (ITIs). It shall be responsible for finalising operational guidelines, monitoring progress, and undertaking course correction measures, as required.

A. Composition of the NSC

The composition of the National Steering Committee (NSC) is as follows:

Table 1: Composition of NSC

S. No.	Category	Details
1	Chairperson	Secretary, Ministry of Skill Development and Entrepreneurship (MSDE)
2	Member	Director General, Directorate General of Training (DGT), MSDE
3	Member	Additional Secretary / Joint Secretary, MSDE
4	Member	Additional Secretary / Joint Secretary and Financial Adviser, MSDE
5	Member	Member, Capacity Building Commission
6	Member	Representatives (not below Joint Secretary level) from: Ministry of Education, Ministry of Heavy Industries, Ministry of Commerce and Industry, Ministry of Labour and Employment, and one sector-specific Ministry on rotational basis (e.g. Ministry of Food Processing Industries, Ministry of Electronics and IT)
7	Member	Representative, National Council for Vocational Education and Training (NCVET)
8	Member	Principal Secretary or Representative from three (3) State Governments on rotational basis, from departments overseeing technical education and skill development / managing ITIs
9	Member	Up to four (4) representatives from industry and academia, nominated by MSDE

The composition of the NSC may be revised from time to time by MSDE, as deemed necessary. Meetings of the NSC shall be held on a quarterly basis or as per requirement.

B. Responsibilities of NSC

Main responsibilities with respect to the activities related to upgrading NSTIs will include:

1. Issue scheme guidelines, provide broad policy direction and modify minor components not originally envisaged, but required for the successful implementation of the scheme, in line with the broad concept of the scheme and in consultation with the Integrated Finance Division (IFD), MSDE, provided such changes are within the total approved cost of the scheme

2. Provide overall policy and operational oversight for the NSTI transformation component of the scheme, including approval of Institutional Management Committees – Governing Bodies (IMC-GBs) and Strategic Investment Plans (SIPs)
3. Guide and anchor the establishment of sector-specific Centres of Excellence (CoEs) and facilitating global partnerships
4. Approve and allocate the Central Government share and industry contribution under the scheme, authorising reallocation of funds across components within the overall financial outlay and approving the Annual Operations Plan (AOP) proposed by the Institutional Management Committee of each NSTI.
5. Provide guidance and direction on the fund flow mechanism
6. The NSC shall provide strategic and handholding support to the IMCs for onboarding a Global Partner for the establishment of sector-specific Centres of Excellence (CoEs). This support may be extended through the use of existing Country Partnership Frameworks or relevant international collaboration mechanisms, wherever applicable.
7. Overseeing the overall progress of the scheme, including review of implementation against approved Strategic Investment Plans (SIPs), achievement of key milestones, and adherence to timelines. The NSC shall identify and address critical challenges or implementation bottlenecks as they arise and provide policy direction, including on the structure and type of courses to be offered under the upgraded NSTIs, in alignment with evolving industry demand and emerging skill needs.
8. The NSC shall periodically review the performance of each Institutional Management Committee (IMC) against the approved Annual Operational Plan (AOP) and Key Performance Indicators (KPIs).
9. Conduct a comprehensive review of the scheme's implementation after two years, with the objective of identifying challenges, addressing emerging issues, and recommending necessary modifications to enhance the scheme's effectiveness.
10. In case of persistent underperformance or failure to meet AOP targets, the NSC reserves the right to reconstitute the IMC, or issue remedial measures including removal or replacement of the Lead Industry Partner (LIP), following due consultation.

3.2 NPMU (National Project Monitoring Unit)

A National Project Monitoring Unit (NPMU) shall be set up at the central level. It will be headed by a Deputy Director General (DDG) or Joint Secretary (JS)-level officer, who will function under the overall supervision of the Director General (Training). The DDG/JS will be supported by officers from the Directorate General of Training (DGT), other units within MSDE, and consulting staff, as required.

Responsibilities of NPMU

As part of its responsibilities, the NPMU shall do the following:

1. Develop a baseline and broad vision document for each of the five NSTIs. This document will serve as the foundational input for the EOI/RFP document and Strategic Investment Plan (SIP). It shall include an assessment of the status of each institute, covering land, buildings, laboratories, equipment, and other physical assets. It will include an indicative list of priority sectors and trades relevant to each NSTI's regional and economic context, along with details on the availability of secretarial and training support resources.
2. Support the National Steering Committee (NSC) and serve as its executive arm for the timely implementation of decisions across NSTIs. It shall be responsible for monthly reporting and quarterly reviews of scheme progress.
3. Facilitate discussions and provide secretarial and coordination support to the NSC.
4. Monitor fund disbursement and utilisation, maintain a dashboard for real-time tracking, ensure efficient allocation of resources, and support planning for future financial requirements.
5. Ensure reliable data collection and track performance against financial and physical targets as outlined in the approved Annual Operations Plan (AOP). It shall also assess implementation progress against Key Performance Indicators (KPIs) and Disbursement-Linked Indicators (DLIs), and report regularly to the NSC.
6. Evaluate scheme activities, identify effective practices, and facilitate their dissemination across NSTIs.
7. Compile and highlight critical implementation challenges for consideration by the NSC.
8. The NPMU, in consultation with the Integrated Finance Division (IFD), MSDE, may issue clarifications, interpretations, and operational instructions from time to time for the effective implementation of the Scheme. In cases where such clarifications are deemed necessary for inclusion in the Scheme provisions, they shall be placed before the National Steering Committee (NSC) for consideration and, upon approval, incorporated as part of the Scheme Guidelines.

3.3 Institutional Management Committee (IMC)

An Institutional Management Committee (IMC), constituted as a Society (hereinafter referred to as the IMC), shall be established in each of the five selected National Skill Training Institutes (NSTIs). The IMC will function as the primary implementing body at the institute level and will exercise its powers through a designated Governing Body. It shall be registered under the applicable State Society Registration laws, ensuring legal and operational accountability. The IMC shall be vested with administrative, financial, and managerial autonomy to effectively execute the objectives of NSTI upgradation. To ensure industry relevance, the IMC shall be industry-led and include formal representation from the Industry Partner within its governance structure.

To promote meaningful participation, the scheme envisages financial contribution from the Industry Partner, in addition to the Central Government's allocation, for infrastructure and institutional development. The Lead Industry Partner for each NSTI will be identified through a transparent selection process, based on an Expression of Interest (EoI) or Request for Proposal (RFP) issued by the DGT/or respective NSTI. This mechanism is intended to attract capable industry players who can bring sectoral expertise, invest resources, and contribute to the long-term vision of transforming NSTIs into Centres of Excellence.

Responsibilities of the IMC

The IMC shall be responsible for the following:

1. Identify and onboard a suitable Global Partner for setting up the Centre of Excellence. In doing so, the IMC may leverage its network and actively engage with global academia, technical training institutions, international industry bodies, Sector Skill Councils (SSCs), and other relevant organisations to ensure the selection of a credible and experienced partner aligned with the sectoral focus of the NSTI. Hand-holding support may be provided by the Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship (MSDE) for the same.

2. Prepare a Strategic Investment Plan (SIP) for the NSTIs for the entire scheme period, outlining the vision, infrastructure requirements, course offerings, key milestones, resource planning and the financial outlay. The SIP shall be submitted to the National Steering Committee (NSC) for approval.

3. Following the approval of the SIP, each IMC, through its Governing Body, shall prepare Annual Operational Plans (AOPs) indicating yearly priorities, physical and financial targets, and corresponding budget allocations. The AOPs shall also be submitted to the NSC for approval.

4. Act as the decision-making authority for matters related to NSTI upgradation, promoting industry collaboration, and working towards long-term sustainability

5. Establish specialised academic centres (refer Annexure-II) to strengthen the institutional ecosystem. Programmes expected to be offered through these centres are detailed in Annexure-III

6. Submit an annual report to the National Steering Committee (NSC), including audited financial statements and details of key decisions, activities undertaken, achievements, challenges, and future recommendations. IMC may ensure that independent financial audit is conducted annually and placed in the public domain.

7. Prepare a comprehensive human resource plan, including staffing, recruitment of domain experts, and capacity-building initiatives. Also, engage existing NSTI staff in the implementation of activities listed in the Annual Operations Plan (AOP), with salary costs to be borne by the Central Government
8. Establishing robust quality assurance mechanisms to maintain high training standards and promote institutional excellence.
9. Strengthening industry collaboration to improve training relevance, alignment with labour market needs, and learner employability.
10. Leading advocacy, partnerships, and resource mobilisation efforts to support the long-term growth and sustainability of the NSTI
11. Constitute sub-committees such as the Institutional Development Committee, Curriculum Development Committee, Finance Committee and Procurement Committee with clearly defined roles and responsibilities to support implementation. Separate committees may also be formed for the establishment and operation of academic centres
12. Submit quarterly progress reports to the National Project Monitoring Unit (NPMU), which shall consolidate and report to the National Steering Committee (NSC)

3.3.1 Governing Body of IMC

The Governing Body of the Institutional Management Committee (IMC) shall comprise representatives from industry, the Central Government, State Governments, academia, and other eminent persons from the relevant sector. The Chairperson of the Governing Body shall be nominated from the Lead Industry Partner.

A. Indicative composition of the Governing Body is as follows:

Table 2: Indicative structure of the Governing Body (GB)

S. No.	Category	Details
1	Chairperson	Nominated by Lead Industry Partner.
2	Two or more Central Government Nominees	To be nominated by DGT/MSDE.
3	One or more State Government Nominee	Representative from the state government where the NSTI is located.
4	Two or more Industry Persons with relevant technical expertise	Representative of industry partners having special knowledge and experience on matters relating to Industry and Technical Education and providing financial contribution to the scheme.
5	Director of the Institute	Ex officio Member Secretary of the Governing Body.

S. No.	Category	Details
6	One or more representatives from Industry Association	From eminent industry associations like FICCI, CII, or state-level bodies, Sector Skills Councils, etc. or regional local industry associations.
7	One or more Academia Representative	Representative from the academic field.

These numbers are indicative and may vary between 9 to 15 members, depending on the specific requirements of each NSTI. Any deviation from this range shall be subject to the approval of the National Steering Committee (NSC).

3.3.2 Roles and Responsibilities of Governing Body Members

A. Chairperson

1. The Chairperson shall provide vision to the IMC and lead its efforts towards the upgradation of the NSTI.
2. The Chairperson may direct the Member Secretary to convene a special meeting at short notice in case of any emergency.
3. The Chairperson shall ensure that the affairs of the Society are conducted efficiently and in accordance with the provisions of the Memorandum of Association, Rules and Regulations, and the by-laws of the Society, as may be framed.
4. The Chairperson shall be responsible for finalising and approving the Strategic Investment Plan (SIP) for the institute, in consultation with the Governing Body and based on foundational inputs developed by NPMU.
5. The Chairperson shall sign off on the Annual Operational Plans (AOPs) prepared by the IMC, after review and endorsement by the Governing Body.
6. The Chairperson shall approve the annual procurement plan, including civil works, equipment, and service procurements, in alignment with the approved AOP and SIP.
7. The Chairperson shall exercise financial powers for sanctioning expenditure as delegated under the approved AOP, subject to the institutional delegation framework approved by the NSC.
8. The Chairperson shall have the authority to approve the engagement of human resources, including faculty, administrative personnel, and technical staff, as proposed by the Member Secretary and in accordance with the staffing plan defined in the AOP.

9. The Chairperson shall ensure that all institutional decisions taken under administrative and financial autonomy are in conformity with the scheme guidelines, SIP, and applicable financial and procurement rules.

10. On matters considered to be of sufficient importance and urgency, and which cannot await the next meeting of the Governing Body, the Chairperson may take decisions independently, provided such decisions are anticipated to receive the approval of the Governing Body. These powers shall be exercised only in exceptional circumstances. The decision must be recorded along with reasons for urgency and placed before the Governing Body at its next meeting for ratification.

11. The Chairperson shall have the authority to invite any other person to attend the meeting of the Governing Body. However, such invitees shall not have voting rights.

12. The Chairperson shall have the authority to periodically review the functioning and progress of the Society,

13. The Chairperson shall plan, direct, and coordinate the overall working of the Society.

B. Member Secretary/Director of the Institute

1. The Member Secretary (Director of the institute), shall provide secretarial and administrative support to the IMC. He/she shall be assisted by other employees (regular or contractual) of the Institute.

2. The Member Secretary shall perform duties and exercise powers as defined under the scheme.

3. In consultation with the Chairperson, the Member Secretary shall prepare the agenda for the Governing Body meetings, convene such meetings, maintain a true and accurate record of the proceedings, and ensure circulation of all relevant documents and information required for the discharge of IMC functions.

4. The Member Secretary shall play a pivotal role in ensuring operational synergy among all key stakeholders, including the Industry Partner, IMC Governing Body, Global Partner, and the existing NSTI functionaries.

5. He/she shall be responsible for aligning the day-to-day operations of the NSTI with the Strategic Investment Plan (SIP) and Annual Operational Plan (AOP), and for facilitating smooth coordination between the government system and the autonomous IMC structure.

6. The Member Secretary shall also ensure that NSTI staff discharging functions under the IMC do so efficiently and in accordance with the responsibilities assigned under the AOP, while maintaining compliance with government service rules and ensuring alignment with the scheme’s objectives.

3.3.3 Terms & Conduct of Governing Body

1. Members are expected to attend meetings in person; however, virtual participation may be permitted in exceptional circumstances.
2. All members shall sign a declaration of no conflict of interest upon joining the Governing Body and renew the same annually. These declarations shall form part of the official records of the Governing Body.
3. The Governing Body shall include at least one female member to ensure diversity and inclusivity.
4. The Chairperson may be changed or removed in exceptional circumstances, with the concurrence of two-thirds of the quorum and subject to the approval of the National Steering Committee (NSC).

3.3.4 Governing Body Meetings

1. The Governing Body shall convene meetings once every quarter to review progress, take strategic decisions, and provide governance oversight.
2. A quorum for meetings shall be 2/3rd of the members of the Governing Body and must include representation from both government and industry to ensure balanced decision-making.
3. No formal decisions shall be taken unless members from both government and industry are present.
4. Minutes of the meetings shall be published on the institute's website within thirty (30) days to ensure transparency, accountability, and proper recordkeeping.

3.3.5 Financial Powers and Delegations

To ensure efficient and decentralised implementation of the scheme, the following structure for financial powers and delegation shall be adopted

1. Each NSTI, through its Governing Body (IMC), shall prepare a Strategic Investment Plan (SIP) for the full scheme period (2025–2030), outlining year-wise outputs, outcomes, and financial requirements. The SIP shall be reviewed and approved by the National Steering Committee (NSC). Based on the approved SIP, each Governing Body (IMC) shall prepare Annual Operational Plans (AOPs), indicating yearly priorities, physical and financial targets, and corresponding budget allocations.
2. Once the AOP is approved by the NSC, the Governing Body (IMC) shall have full administrative and financial powers to implement all activities listed therein. This delegation ensures that day-to-day execution powers are available at the institutional level, without the requirement for further central approvals, thereby promoting faster, decentralised, and outcome-oriented decision-making.

Table 3: The delegation of financial powers

S. No.	Proposal Value	Approving Authority
1	Upto Rs. 50 lakhs	Member Secretary of IMC (powers to be formally delegated by the Governing Body)
2	Within financial limits delegated by Governing Body	Procurement Committee (may be constituted by the Governing Body)[2]
3	Within AOP-approved ceilings	Governing Body / IMC
4	Any expenditure exceeding approved AOP ceilings	National Steering Committee (NSC)

3. A minimum Corpus Fund of ₹1 Lakh (in the ratio of 80:20, Government: Industry) shall be permanently maintained in the name of the institute by way of irrevocable Government securities or other instruments as approved by the NSC.
4. The institute shall be permitted to determine and charge student fees for newly developed courses, excluding government-funded schemes such as CTS, CITS, and others.
5. The institute may offer revenue-generating services such as production centres, incubation centres, and maker spaces on a chargeable basis. The revenue generated shall be retained and integrated into the budgeting, execution, and accounting frameworks of the institute. These funds shall be reinvested into skill development, infrastructure enhancement, and operational sustainability.
6. Institutes shall ensure financial accountability through robust auditing mechanisms, including audits conducted by the Comptroller and Auditor General of India (CAG), as applicable.
7. Till such time a Global Partner is formally onboarded for the National Centre of Excellence (NCoE), the expenditure incurred by the IMC shall not exceed 25 percent of the approved budget as per the Strategic Investment Plan (SIP).
8. The ownership of all assets, both existing and those procured or established by the Institutional Management Committee (IMC) during the scheme, shall remain with the respective NSTI, thereby ensuring continuity and sustained availability of training infrastructure.

[2] The Procurement Committee shall be constituted by the Governing Body. It shall be empowered to take timely decisions for procurements and works within the defined threshold. | The Member Secretary shall act as the administrative head and Drawing and Disbursing Officer (DDO), and shall exercise such financial powers as are explicitly delegated by resolution of the Governing Body. | No prior approval from NSC shall be required for activities within the approved AOP. However, any expenditure beyond the approved AOP or not envisaged in the SIP shall require prior approval of the NSC.

9. The IMC/Society may propose their own Schedule of Procurement Powers (SoPPs) and procurement norms within the delegated financial powers specified in Table 3.

3.3.6 Administrative Autonomy

1. The Institutional Management Committee (IMC) shall have the flexibility to engage trainers and administrative staff through contractual appointments, industry deputation, or other suitable mechanisms, to enhance operational efficiency and meet specific institutional requirements.

2. The IMC shall also have the autonomy to design and prepare courses and curricula in alignment with industry needs. It may engage resource institutions such as the Central Staff Training and Research Institute (CSTARI) and the National Instructional Media Institute (NIMI), as required.

3. While the employment status of the existing human resources in NSTIs will continue to remain unchanged, the IMC shall have the flexibility in re-allocating suitable roles and responsibilities to them in alignment with the SIP and the AOP.

3.4 On boarding of lead Industry partner

The Directorate General of Training (DGT) shall initiate the process for selecting a Lead Industry Partner (LIP) for each NSTI through a transparent and competitive bidding process. The process shall begin with the issuance of an Expression of Interest (EOI) to invite industry to express interest and submit preliminary proposals for participation in the scheme. This step is intended to assess industry appetite and gather broad-based inputs. Based on the responses received, a detailed Request for Proposal (RFP) shall be prepared and floated by DGT after seeking due approvals from the National Steering Committee (NSC). The selection process shall follow the Quality and Cost Based Selection (QCBS) methodology. DGT shall finalise the pre-qualification requirements and the technical and financial evaluation criteria. The final selection of the Lead Industry Partner shall be subject to the approval of the National Steering Committee (NSC). An indicative timeline of implementation is placed at Annexure IV

The industry partner may apply individually or as the lead member of a consortium. The minimum eligibility criteria for the Lead Industry Partner or Consortium shall include a minimum annual turnover of ₹500 crore, a minimum employee strength of 500, and a minimum committed industry contribution of ₹40 crore per NSTI over a five-year period. In the case of a consortium, the prescribed minimum requirements of annual turnover and employee strength shall be fulfilled exclusively by the Lead Industry Partner. For the purpose of eligibility assessment, only the turnover and employee strength of the Lead Industry Partner shall be taken into account.

Bids received shall be evaluated by a committee chaired by the Deputy Director General (DDG)/Joint Secretary (Schemes), with representation from the respective

Regional Directorate of Skill Development and Entrepreneurship (RDSDE) and the concerned NSTI. The technical evaluation will consider parameters such as demonstrated technical expertise and long-term commitment to leading the NSTI; quality of the SIP proposed; scheduling of interventions; and the financial contribution proposed by the bidder.

Following evaluation, the shortlisted proposal shall be submitted to the National Steering Committee (NSC) for final approval. Upon approval, the selected industry partner shall enter into a formal agreement with DGT to lead the IMC. The Lead Industry Partner may also onboard additional industry members as part of the approved Governing Body structure of the IMC.

Role of Lead Industry Partner:

Lead Industry Partner selected by the National Steering Committee (NSC) through a process of EOI/RFP to serve as members of the Governing Body shall have the following responsibilities:

1. Nominate the Chairperson of the Governing Body of the IMC. The Chairperson must be an active employee of the Lead Industry Partner and should be at a senior leadership level to ensure strategic oversight and sustained commitment to the objectives of the scheme.
2. Sign a Memorandum of Understanding (MoU) or Agreement for collaboration and upgradation of the NSTI, and provide managerial, administrative, financial and implementation support under the scheme
3. Formulate the Strategic Investment Plan (SIP) in collaboration with the Governing Body and oversee its effective implementation
4. Actively participate in various committees and sub-groups constituted under the IMC to provide sectoral expertise and guide strategic direction
5. Contribute the committed Industry Share towards capacity augmentation of the NSTI and the establishment of a sector-specific Centre of Excellence
6. Ensure that all training programmes remain aligned with evolving industry requirements and mobilise additional financial and technical contributions, wherever feasible
7. Collaborate with other relevant entities to support curriculum development, sectoral advancement, and training ecosystem strengthening

3.5 Global Partner

The onboarding of a Global Partner shall be undertaken by the Institutional Management Committee (IMC) of each NSTI, with strategic guidance and handholding support from the National Steering Committee (NSC). The possibility of Government-to-Government engagement will also be explored wherever feasible.

Role of Global Partner:

The Global Partner shall advise the Governing Body in the establishment of the National Centre of Excellence (NCoE) and support the implementation of key initiatives, including but not limited to the following:

1. Advanced curriculum design aligned with international benchmarks and global standards
2. Support in aligning certification frameworks of ITIs with internationally recognised standards
3. Design and deliver international training programmes for trainers and officials to build institutional capacity
4. Establishment of robust skills certification frameworks and assessment systems
5. Periodic review and evaluation of training programmes to ensure quality, relevance, and industry alignment
6. Introduction of global best practices, tools, and operational benchmarks to improve institutional performance
7. Support in organising foreign language training programmes, wherever required, based on sectoral and regional demand
8. Inputs and recommendations of the selected Global Partner shall be incorporated into the approved Strategic Investment Plan (SIP). Based on these inputs, the SIP shall be revisited and accordingly SIP/AOPs will be submitted to the National Steering Committee (NSC) for approval.

4. Financial Guidelines:

Introduction:

These guidelines outline the fund flow and financial management for the component II of National Scheme for ITI Upgradation and setting up National Centre of Excellence for Skilling. Fund releases are tied to clear performance targets and utilization benchmarks, promoting timely utilization of funds and outcome-driven implementation.

1. The Strategic Investment Plan (SIP) (Template at Annexure V) will be vision and guiding document for upgradation of NSTIs. The SIP prepared by the Lead Industry Partner will outline the total cost of transformation, including expenses and those related to infrastructure, equipment, trainers, and other areas of upgradation, while focusing on the development and delivery of industry-aligned courses and the achievement of key outcomes (placement, salaries, enrolment, etc.) for the scheme period.
2. The National Steering Committee (NSC) at the Central level will examine the SIPs for final approval.

3. The IMC/Society formed to implement the approved SIP under the scheme will prepare a year-wise Annual Operational Plan (AOP), which will be aligned with the broad SIP for the upgradation of the NSTI.
4. The Annual Operational Plan is also expected to closely align the deployment of equipment and civil work to introduction or upgradation of the designated course/s at the NSTIs leading to spreading out of overall capex spend over 3-5 years and avoid capex heavy initiation of upgradation.
5. Any delay or deviation from the AOP will be corrected in the subsequent plan, with necessary changes in quantum or timelines for fund release.

Fund Disbursement Structure

Year 1 – Initial Advance (10%): In the first year of the project, upto 10% (including industry share) of the total approved project outlay is released as an advance. This initial tranche is provided for preparatory work and initial roll-out of the scheme upon approval of the Strategic Investment Plan (SIP) by the National Steering Committee (NSC), including both CAPEX and OPEX. The fund will allow the institute to initiate activities and put necessary management processes in place, such as mobilizing project teams, finalizing procurement plans, and kick-starting initial trainings or works.

To ensure that the NSTI upgradation aligns with global standards in skilling and training, a dedicated 10% of the total project cost will be released upon successful onboarding of a Global Partner(GP).

Years 2 onwards – Annual Instalments (Remaining 80% of total project cost):

The remaining 80% of the project funds is disbursed from Year 2 onwards in annual tranches, released in two equal instalments (50% each) every year contingent on specific milestones and conditions (detailed below). This staggered annual release schedule ties funding to progress and performance, ensuring that funds flow in alignment with the institute's capacity to utilize them effectively.

Annual Operational Plans (AOPs) will guide the yearly fund requirements and activities; the funding for each year is based on these approved AOPs and the overall SIP, and is subject to meeting the predefined milestones.

Milestones based Fund Release Conditions

All fund releases (after the initial advance) are **milestone-based.**

First Instalment (Years 2–5) – Milestones

From Year 2 onwards, the first 50% of the annual allocation will be released only upon fulfilment of the following conditions:

- Utilization of Previous Funds: At least 75% of the previous year's funds must be utilized, verified through financial reports and utilization certificates. For example, to receive the first instalment of Year 3, the institute should have expended at least 75% of the total funds that were released in Year 2.

- Submission and Approval of AOP: The Annual Operational Plan (AOP) for the current year must be submitted and approved by the NSC/NPMU. It should outline yearly targets, budget, and activities aligned with the SIP.
- Achievement of Previous Year KPIs: At least 80% of the previous year's KPIs must be achieved. These include metrics such as civil construction, procurement of equipment, instructor hiring/filling of vacancy, initiation of student services, etc., measured using cost-weighted scoring.

Only after meeting all three conditions will the first instalment be released, ensuring that fund flow is performance-driven and linked to planning discipline and prior year outcomes.

Second Instalment (Years 2–5) – Milestones

The remaining 50% of annual funds will be released mid-year, based on the following:

- Mid-Year KPI Progress: At least 50% of current year's KPI targets must be achieved, assessed using cost-weighted metrics. For example, if procurement and installation of equipment is one of the targets for the year, placing of tender would mean achievement of some extent of the KPI.
- Industry Contribution: The industry partner must deposit its 20% share for the current year into the escrow account, ensuring co-funding is timely and proportionate.
- Reporting Compliance: Interim progress reports, utilization certificates, and any corrective actions identified during review must be satisfactorily addressed.

This structure maintains accountability and allows for course correction mid-year if performance lags, while reinforcing shared responsibility and efficient implementation.

Table 4: the year-wise fund release schedule and the corresponding milestones for each instalment

Year	First Instalment (Start of Year)	Second Instalment (Mid-Year)
Year 1	Upto 10% of total outlay (including industry share) (advance) released upon SIP approval by NSC *(Additional 10% upon onboarding of Global Partnership.)*	*No second instalment in Year 1 (initial advance only).*
Year 2	50% of annual funds released upon: ≥ 75% utilization of Year 1 funds	Remaining 50% released upon:≥ 50% of Year 2 targets achieved (based on cost-weighted KPIs)

	Year 2 AOP submitted and approved≥ 80% of Year 1 KPI targets achieved	Industry's Year 2 contribution (20% share) deposited in escrow
Year 3	50% released upon:≥ 75% utilization of Year 2 funds Year 3 AOP approved≥ 80% of Year 2 KPI targets achieved	Remaining 50% upon:≥ 50% of Year 3 targets achieved Industry's Year 3 contribution deposited
Year 4	50% released upon: ≥ 75% utilization of Year 3 funds Year 4 AOP approved≥ 80% of Year 3 KPI targets achieved	Remaining 50% upon:≥ 50% of Year 4 targets achieved Industry's Year 4 contribution deposited
Year 5	50% released upon: ≥ 75% utilization of Year 4 funds Year 5 AOP approved≥ 80% of Year 4 KPI targets achieved	Remaining 50% upon:≥ 50% of Year 5 targets achieved Industry's Year 5 contribution deposited *(Year 5 is the final year of the project; the second installment of Year 5 will be the last scheduled disbursement, subject to final performance review.)*

Table 5: Fund flow for component II of the scheme

S. No.	Component	Details
1	Operational Accounts	NSTI-IMC will receive funds through an Escrow Accounts[3] opened in Scheduled Commercial Banks
2	Industry Contribution	Industry contributions shall be deposited directly into Escrow Accounts
3	Central Government Funds	Central funds shall be released to the Escrow Accounts as per extant rules

[3] The escrow accounts opened by IMC shall be mapped with the Public Financial Management System (PFMS) portal.

Note: All fund releases are made to the NSTI-IMC's escrow bank account. "Industry contribution deposited" refers to the industry partner's 20% share for the given year's budget being received. KPI achievement percentages (75%, 80%, 50%, etc.) are indicative minimum thresholds – the actual required values and specific metrics will be defined in the AOPs for each year.

Key Performance Indicators (KPIs) and Weighted Evaluation

Each NSTI's performance is assessed annually through KPIs set in the SIP and detailed in the AOP. These cover key areas such as infrastructure, training outcomes, faculty, and industry partnerships.

KPI achievement is measured using a cost-weighted approach, where progress in each component contributes proportionally to its share in the overall budget. For example, if equipment procurement makes up 30% of the project cost and 80% of it is achieved, it contributes 24% to the overall KPI score.

10% of the KPI score is reserved for elements without a direct cost component but with high impact, such as trainee outcomes, placement results, student satisfaction, and governance reforms.

Special Component Funding and ToT Programs

Some key activities, such as Training of Trainers (ToT) programs and innovation pilots, may require flexible, case-by-case funding outside the standard 10%/50%/50% structure. These will be approved by the NSC/NPMU, based on detailed proposals submitted by the NSTI or implementing agency.

A dedicated ₹400 crore budget is earmarked for ToT through these NSTIs, to be co-funded 50:50 by government and industry, supporting both pre-service and in-service trainer development (including foreign training). Given the specialized nature of ToT (e.g., global partnerships, off-site training), funds may be released in tranches based on activity timelines and verified outcomes.

All such releases will follow strict oversight, with separate accounting, regular reporting, and performance review to ensure transparency and impact.

Cost Sharing: Central and Industry Contributions

The NSTI component follows a 4:1 cost-sharing ratio, with 80% funding from the Central Government and 20% from the Industry Partner, applicable uniformly to both capital and operational expenditure.

The industry's 20% contribution must be made in cash and deposited into the NSTI's dedicated escrow account in one instalment each year, prior to the release of the second tranche of central funds. In-kind support is welcome but will not count towards fulfilling the minimum required share. While the minimum required industry share is 20 percent, higher contributions are encouraged to further enhance the capacity of the institutes and strengthen the national skilling ecosystem through sustained industry collaboration.

While this annual lump-sum deposit by the industry is the default, special relaxation (e.g., phased deposit) may be considered by the NSC on a case-by-case basis, depending on the nature of the partnership and justified need.

5. Financial Outlay

The financial outlay for upgradation of five (5) existing NSTIs as exemplar Skilling Institute is tabulated below:

Table 6: Financial outlay for component two of the scheme

Sub-Components	Details of Sub-Component	Estimated Total Cost over 5 Years (Rs. Crore)	Estimated Centre Share (Rs. Crore)	Minimum Industry Share (Rs. Crore)
Sub-Component (a)	Upgradation of NSTIs including civil infrastructure, equipment, and support facilities	1000 (Rs. 200 Crore per NSTI)	800 (Rs. 160 Crore per NSTI)	200 (Rs. 40 Crore per NSTI)
Sub-Component (b)	Operational and workforce cost	100 (Rs. 20 Crore per NSTI)	80 (Rs. 16 Crore per NSTI)	20 (Rs. 4 Crore per NSTI)
Total		1100	880	220

Notes:

1. The financial contribution towards Sub-Component (a) shall follow a cost-sharing ratio of 4:1, wherein 80 percent of the total cost shall be borne by the Central Government and a minimum of 20 percent shall be contributed by the Industry Partner. The industry contribution must be made through direct transfer to the Escrow Account. In-kind contributions shall not be considered for the purpose of fulfilling this financial commitment. While the minimum required industry share is 20 percent, higher contributions are encouraged to further enhance the capacity of

the institutes and strengthen the national skilling ecosystem through sustained industry collaboration.

2. In addition to the financial outlay mentioned above, a separate provision of ₹400 crore (for five NSTIs) has been earmarked for pre-service and in-service training of ITI trainers. The IMC/Society of the respective five NSTIs may either conduct in-house training or may conduct training of trainers at another entity or institute of national importance through collaboration, in compliance with the financial regulations prescribed by DGT. This shall be shared equally between the Central Government and Industry Partners in a 50:50 ratio.

3. The Directorate General of Training (DGT), if necessary, shall formulate and notify milestone-based disbursement indicators aligned with Key Performance Indicators (KPIs) to promote outcome-based funding. In addition to the A list of eligible activities permissible under the earmarked funds shall also be defined, with the approval of the National Steering Committee (NSC).

4. Funds contributed by industry under the scheme will be eligible for CSR exemption.

Annexure I

Table 7: Details of NSTIs

Sl. No.	NSTI	Infrastructure	Academics (2024-25)		Indicative Focus sectors
		Land Available/ Total Land (In acres)	Course Offered (CTS + CITS)	Capacity (CTS+CITS)	
1	NSTI, Bhubaneswar	7.6 Acre	6	195	i. Mining and Metallurgy ii. Manufacturing iii. IT iv. Healthcare and pharmaceuticals
2	NSTI, Chennai	16.2 / 37.44	17	760	i. Automotive manufacturing- EV ii. IT and software services iii. Electronics manufacturing iv. Textile and Garments

					v. Aerospace and defense
3.1	NSTI -R, Hyderabad	6.95 / 25	7	270	i. IT & Software Development ii. Electronics iii. Pharmaceuticals and Healthcare iv. Renewable Energy v. Biotechnology vi. Advanced Manufacturing
3.2	NSTI V, Hyderabad	15.9 / 35	10	400	
3.3	NSTI (W), Hyderabad		9	250	
4	NSTI, Kanpur	11.9 / 43	16	860	i. Leather ii. Textiles and Cotton iii. Manufacturing iv. Chemicals and Pharmaceuticals

					v. Aerospace and Defence
5	NSTI, Ludhiana	5.8 / 33.82	12	500	i. Textile and Apparel ii. Manufacturing (Machine tools, Auto components, Agriculture Machinery, etc.) iii. Agriculture & Agro-processing

Annexure II

Establishment of Specialized Centres within NSTIs

Each upgraded NSTI shall serve as a premier hub and may house specialized centres to strengthen the institutional ecosystem. These state-of-the-art centres will be meticulously conceptualized and operated to most effectively achieve the core objectives of the upgradation initiative. Detailed specifications are provided below:

Table 8: Academic Centres at Upgraded NSTI under the scheme

Academic Centers at selected five (5) NSTI	
Center for Industrial Collaboration (CIC)	- Industry-led training facilities where industry partner/s will help design and run industry relevant courses, set up state-of-the-art workshops for training, - Engagement of manpower including instructors or others to carry out specific industrial tasks. - The center will also play a significant role in placement of students of institutes as well as ITIs. - The Institute through this center may provide civil infrastructure, which companies can modify and equip with training machinery and aids. - The Center will facilitate industry-academia collaboration, enabling industries to access manpower, research support, and other academic partnerships and vice versa. The Center could innovate its programs with industry partnership to offer work-based, apprenticeship embedded and technical courses.
National Center of Excellence (NCoE) for skilling	- This will be the state-of-art training center at the upgraded NSTI which will be established with the global partnership focusing on emerging sectors and the future of work, supporting the “Make for India, Make for the World” manufacturing vision. - They will incorporate international best practices in skilling, including advanced curriculum design, enhanced training of trainers, robust skills certification frameworks, and periodic program reviews

	- The NSTI–IMC may also pursue partnership with premier international TVET institutional for developing Center of Excellence. - There can be one or more sectors-specific training facilities in alignment with requirement of the local economy. - This Center can address the shortage of higher NSQF level (5–8) job roles by offering advanced skilling through industry-relevant Diploma and Advanced Diploma courses.
Center for TVET Practitioners Development	- The center's objective will be to create and maintain a strong pool of well-trained instructors and trainers to ensure continuous quality improvement in vocational education. - This center will offer trainer upskilling programs designed to enhance both the pedagogical and future-ready technical competencies of TVET educators. - The center may offer the existing upgraded CITS trades as per industry demand - This center will also develop and deliver quality learning resources and materials aimed at enriching vocational education and training for teachers, instructors and educators.
Center for Research, Innovation and Entrepreneurship (CRIE)	- This center will promote entrepreneurship development pathways through training, mentoring, and incubation support. - It will facilitate market research, skill gap analysis and also support finance linkages to help convert ideas into sustainable business ventures. - This center will support cluster-based enterprises, including micro-businesses, SMEs, and technology start-ups.

Table 9: Indicative Programs to be offered in the upgraded NSTI

Program	Minimum Entry Eligibility	Duration	NSQF Level	Regulatory/Certifying Authority
CTS (National Trade Certificate)	Class 8th, 10th or 12th depending on trade	1-2 years	3.5, 4	DGT
CITS (National Craft Instructor Certificate)	CTS (ITI), NAC (Apprenticeship), Diploma, Degree etc.	1 year	4, 4.5	DGT
Short-term courses on Advanced skilling	Depending on industry requirement	Upto 6 months	Based on entry qualification	NCVET through Awarding Bodies
Diploma	Class 10th or equivalent	2-3 years	4.5, 5	NCVET/ AICTE
Advanced Diploma (Technical and Work based)	Class 12th or equivalent	2-3 years	5.5, 6	NCVET/ AICTE
PG Certificate	Graduate/ Post-Graduate	6 months-1 year	Based on entry qualification	NCVET/ AICTE

Annexure IV

Implementation Timeline for Component II of the National Scheme for ITI upgradation

Table 10: Indicative Timeline

Sl. No.	Activity	Timeline
1	Guidelines approved by NSC	T
2	Onboarding of Lead Industry Partner through EoI and RFP process	T + 60 days
3	Formation of IMC / Society by selected Lead Industry Partner and submission of initial draft SIP to NSC	T + 90 days
4	Approval of SIP by NSC	T + 105 days
5	Implementation as per SIP and AOPs	

Annexure V

Strategic Investment Plan (SIP)

For National Skill Training Institute (NSTI) Upgrading Scheme

Name of NSTI	
Contact Name, Title, Tel, Email	

#	Section
1.	Introduction
2.	Vision and Mission
3.	Governance and Management
4.	New Programs Proposed: - Long-term Courses (CTS, CITS, Diploma, or degree, including joint ones), - Industry-certified programs - Global CoE Specific Courses including foreign language training
5.	Roadmap for establishment of Centre of Excellence (CoE), Centre for Industrial Collaboration (CIC), and Centre for TVET Practitioners Development and Centre for Research, Innovation and Entrepreneurship.
6.	Training and Recruitment of Trainer
7.	Infrastructure Development Plan (including labs and digital infrastructure)
8.	Student Placement and Alumni Services
9.	Gender and Inclusion
10.	Sustainability and Revenue Generation
11.	Measuring Performance and Outcomes
12	Stakeholder Engagement and Communication

Instructions for the Preparation of the Strategic Investment Plan (SIP)

Overall Guidance Note (to be read in conjunction with the Scheme Guideline; this section is for preparatory guidance only and may be deleted during final SIP submission.)

1. The Scheme aims to establish future-ready institutions that are benchmarks in vocational education and training. These institutions will anchor excellence in pedagogy, industry integration, and skill leadership. Each selected NSTI, through its IMC, will prepare a Five-Year Strategic Investment Plan (SIP) that outlines its transformation roadmap, clearly defining goals, outcomes, and investment requirements.
2. Strategic Investment Plan (SIP) for 2025–2030. will be a blueprint guiding the institutional evolution of NSTIs into globally benchmarked institutions specializing in vocational teacher training and capacity building, including Centers of Excellence. The SIP must ensure that the details of financials are clearly mentioned and all investments are outcome-oriented and stakeholder-informed.
3. SIP may be developed with active engagement of key stakeholders such as associated industries, Industry associations, Sector Skills Councils, NSTI instructors etc. A structured approach comprising systematic stakeholder consultations, labour market surveys, and institutional capacity assessments may be adopted to define context-specific goals and targets. Recognizing the diversity of economic and social conditions across States and UTs, NSTIs are encouraged to innovate by tailoring ToTs to local markets served by the ITIs in their geographies.
4. The SIP should justify each investment component based on strategic prioritization and potential impact. The plan may define allocation for civil infrastructure, equipment, building, labs, workshops, emphasis on faculty excellence, digital learning infrastructure innovation, and revenue-generating models, where feasible.
5. Key Performance Indicators (KPIs) must be specified at input, output, and outcome levels, enabling continuous tracking and adaptive management. SIP may be reviewed annually for preparation of Annual Operational Plan to ensure alignment with emerging trends and institutional performance.
6. More sections can be added to the SIP if deemed necessary.

Template 1: Five-Year Strategic Investment Plan (SIP) Template

The following table provides a template for the SIP with indicative Sections and detailing instructions. The IMC may add or alter the Sections as per requirements.

Section	Instruction
Introduction	• Introduction and overview of NSTI including an organization chart. • Outline the characteristics of the local community, including the economy, key industries, labor market trends, and population demographics. • Identify the primary beneficiaries of the NSTI and specify the key trades and programs that are being offered to align with labour market needs, priorities, and existing skill gaps. Identify your core strengths and opportunities.
Vision and Mission	• Provide Vision and Mission statement of NSTI with key strategies, sectoral focus, industry or global partnerships. *(For example, if the NSTI aspires to become a lead institution in advanced manufacturing training, then such a sector focus could be included in the vision and mission statement.)*
Governance and Management	• Provide details of governance and management teams, with capacity building plan and leadership training plan.
New Programs Proposed	• Following market surveys, stakeholder consultation, provide a roadmap to develop courses such as: - Long-term (CTS, CITS, Diploma, Advanced Diploma or degree, including joint programs), - Industry-certified programs - Develop modules for in-service training programs for ITI instructors *(Trade-specific, pedagogical, leadership, and other relevant short-term courses can be developed to fill the knowledge and skills gaps of ITI instructors)*
Centres of Excellence	• Provide Roadmap for establishment of Global Centers of Excellence (CoEs) • **Sector-Specific CoEs**: Target key sectors based on economic needs, industry demand and global partnerships • Industry partner details may be attached with SIPs. • Foreign language training programs requirement may be incorporated

Centre for Industrial Collaboration (CIC)	• Provide Roadmap for establishment of Centres for Industrial Collaborations (CIC)
Centre for TVET Practitioners Development	• Provide Roadmap for establishment of Centre for TVET Practitioners Development
Centre for Research Innovation and Entrepreneurship	• Provide Roadmap for establishment Centre for Research Innovation and Entrepreneurship
Training and Recruitment of Trainer	• Provide roadmap for engagement of trainers and capacity building of the existing pool of trainers.
Infrastructure Development Plan (including digital infrastructure)	• Develop infrastructure upgradation plan for NSTIs. • Preparatory activities may include Infrastructure Audit • Modernizing training facilities with industry-grade equipment, • Include sustainable practices • Plan for upgradation of support facilities like upgrading hostels, sports facilities, innovation labs etc.
Student Placement and Alumni Services	• Define Roadmap for Academia Industry Collaborations, Placement and alumni services.
Gender and Inclusion	• Provide roadmap for accessibility and inclusivity.
Sustainability and Revenue Generation	• **Provide plan** for sustainability, including both institutional and financial sustainability ***This may include*** • *Revenue from the Production Centers.* • *CSR contributions.* • *Fees from students and working professionals.* • *Revenue from corporate training, consultancy, recruitment, and research space for MSMEs could be generated.)*
Measuring Performance and Outcomes	Describe mechanisms for monitoring project implementation, evaluating outcomes, and conducting impact assessments. Include a review mechanism and proposed Key Performance Indicators (KPIs).

Stakeholder Engagement and Communication	Provide the strategy for ongoing stakeholder engagement and communication to re-brand the NSTI and advocacy the new age courses.

Template 2: Five-Year Investment Plan														
Investment Activity	**Objective – Define requirements**	**Investment Required for 5 years**	**Investment required across Five Years**										**Expected Outcomes**	**Sources of funding (i.e. Central and Industry share)**
			Year 1		Year 2		Year 3		Year 4		Year 5			
			Recurring Expenditure	Non-Recurring Expenditure	Recurring Expenditure	Non-Recurring Expenditure	Recurring Expenditure	Non-Recurring Expenditure	Recurring Expenditure	Non-Recurring Expenditure	Recurring Expenditure	Non-Recurring Expenditure		
Strengthening NSTI Governance and Management														
Upgrading CTS/CITS Programs- defining curricula and upgrading equipment														
New CTS/CITS Programs and defining curricula and related equipment														
Other Training Programs and Recruitment of Faculty/support staff														
Upgrading or construction of Key Infrastructure, labs, workshops Training														

Facilities, sports facilities, hostels.															
Facilitating non-academic services e.g. mobilization, student placement, alumni services, etc.															
Technological Innovations in Training Delivery															
Specific activities related to inclusion and accessibility (seminars, workshops, etc. for enhancing Women participation, SC, ST and PwD participation)															
Monitoring and Evaluation System															
Systems for Grievance Redressal															
Any other miscellaneous activities for which investment may be required can be outlined here.															

Template3– Indicative Key areas for Performance Indicators

KPI	Description	Unit	Base Year Reference (2024-25)	Year-wise target for the Scheme period (2025-26 to 2029-30)	Target at the end of 5th year
Increment in seating capacity	%increase in number of seats over base year	%	Seating capacity in year 2024-25	Year-wise target to be proposed by the Institute Management Committee	75%
Increment in the trainee enrollment	% increase in trainees enrolled in long-term (CTS/CITS) courses over base year	%	Enrollment in academic year 2024–25		75%
	Total number of trainees trained under short-term courses	Number	0		50000 (cumulative)
Trainee pass percentage	%of appearing trainees who successfully pass	%	Pass % in 2024–25 (to be established as baseline)		95%
Placement of trainees	% of passed-out trainees placed in jobs/apprenticeships	%	2024–25 academic year		80%
Female enrollment	%of enrolled students who are women (gender participation)	%	2024–25 academic year		30%
NSTIs Instructors trained	Percentage of NSTI instructors who received advanced training	Trainers	0		100%
Industry partnerships (MoUs)	Number of active partnerships or Memoranda of Understanding signed with industry partners	MoUs	0		20

Industry-aligned courses updated	Number of long-term courses (CTS/CITS) introduced or revised as per industry needs	Courses	0		20
	Number of short-term courses introduced in collaboration with industry to meet market needs	Courses	0		10

Note: 1) All targets mentioned are per NSTI unless stated otherwise. Year-wise targets are to be proposed by respective IMC in line with local context and baseline data. The above may be revised as per approval by NSC.