

Expression of Interest (EoI) for Upgradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme



Invitation for Expression of Interest (EoI) for Up-gradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme

EOI No: DTE/RO/1326 Dated: 05.12.2025

Late date of Submission: 30.12.2025

Time: 15:00 Hours

**Director,
Directorate of Technical Education, UT, Chandigarh
PEC Campus, Sector 12, Chandigarh, 160012**

Disclaimer

The information contained in this Expression of Interest document (the “**EoI**”) or subsequently provided to Interested Party(ies), whether verbally or in documentary or any other form, by or on behalf of the Authority or any of their employees or advisors, is provided to interested party(ies) solely to seek their inputs on the terms and conditions set out in this EoI. **This EoI is a non-binding/unenforceable document and is neither an offer nor invitation to offer by the Authority to the prospective Interested Party(ies) or any other person and does not create or can be construed as creating any right or privilege in favour of any Interested Party. The purpose of this EoI is to receive inputs/information that may be useful to the Authority in its sole and absolute discretion in the formulation of Request for Proposal (RFP) for the Project.**

This EoI includes statements, which reflect various assumptions and assessments arrived at by the Authority in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Interested Party(ies) may require. This EoI may not be appropriate for all persons, and it is not possible for the Authority, its employees, or advisors to consider the investment objectives, financial situation and particular needs of each Interested Party who reads or uses this EoI. The assumptions, assessments, statements, and information contained in this EoI may not be complete, accurate, adequate, or correct. Each Interested Party should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements, and information contained in this EoI and obtain independent advice from appropriate sources. Information provided in this EoI to the Interested Party(ies) is on a wide range of matters, some of which depends upon interpretation of law. The information given is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. The information furnished by the Interested Party under this EoI should be provided after conducting its own research/analysis and ensuring the accuracy, adequacy, correctness, and completeness of the information provided as response to this EoI.

The Authority, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Interested Party, under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this EoI or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of this EoI and any assessment, assumption, statement or information contained therein or deemed to form part of this EoI. The Authority also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused, arising from reliance of any Interested Party upon the statements contained in this EoI. The issuance of this Expression of Interest (EoI) is solely for the purpose of soliciting interest from eligible and interested parties and does not, under any circumstances, create any obligation, express or implied, on the part of the Authority to proceed with any further stages of the bidding or procurement process. The Authority expressly reserves the right, at its sole and absolute discretion, without assigning any reason whatsoever, to cancel, modify, terminate, or suspend the EoI process or any part thereof, at any time and without incurring any liability or obligation, financial or otherwise, to any party.

The issuance of this EoI shall not be construed as a commitment by the Authority to invite any or all of the interested parties to participate in any subsequent stage(s) of the bidding process, including but not limited to issuance of a Request for Proposal (RFP), nor shall it entitle any party to claim any right, title, interest, or expectation against the Authority with respect to the Project or otherwise. This EoI is not an invitation for the offer and is non-binding. The Authority shall have no obligation to appoint or select any of the parties responding to this EoI, and any such decision shall rest solely and exclusively with the Authority.

The issue of this EoI does not imply that the Authority is bound to select any Interested Party(ies) for any subsequent stages of the bidding process that may or may not be undertaken by the Authority at its sole discretion or to appoint the selected bidder, for the Project. The Interested Party(ies) shall bear all its costs associated with or relating to the preparation and submission of its document in response to this EoI, including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Authority, or any other costs incurred in connection with or relating to its response to this EoI. All such costs and expenses will remain with the Interested Party(ies) and the Authority shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Interested Party in preparation or submission of its response to this EoI, regardless of the conduct or outcome of this EoI.

Glossary

Applicable Laws	means all laws, brought into force and effect by Government of India including rules, regulations and notifications made thereunder, and judgements, decrees, injunctions, writs and orders of any court of record, applicable to this EoI and the exercise, performance and discharge of the respective rights and obligations of the Parties hereunder, as may be in force and effect during the subsistence of this EoI.
Consortium	Shall mean the group of entities coming together to implement the Project.
DGT	Directorate General of Training
EoI	As defined in Disclaimer
EoI Due Date	As defined in Data Sheet
Financial Capacity	As defined in Clause 7
Interested party	As defined in Clause 7
Lead Member	As defined in Clause 7
Scheme	Shall mean Upgradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme
Technical Capacity	As defined in Clause 7

Note: The words and expressions beginning with capital letters and defined in this document shall, unless repugnant to the context, have the meaning ascribed thereto herein above.

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Data Sheet

1.	Name of Project	Expression of Interest (EoI) for Upgradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme
2.	Tender Inviting Authority	Director Technical Education
3.	Address for Correspondence	Directorate of Technical Education, UT, Chandigarh PEC Campus, Sector 12, Chandigarh, 160012
4.	Published Date	06.12.2025
5.	Date of Issue of EoI document	06.12.2025
6.	Pre-EoI Meeting	18.12.2025
7.	Last Date for receiving queries	22.12.2025
8.	Last Date & Time for Submission of Response to EoI (online) ("EoI Due Date")	30.12.2025 upto 15:00 Hours
9.	Place of obtaining EoI	The EoI can be downloaded from the website https://chdtechnicaleducation.gov.in/
10.	EOI Submission and Mode	All EOIs must be submitted electronically on the email ID: rodteut@gmail.com on or before: 30.12.2025 upto 15:00 Hours
11.	EoI Validity Period	180 days from the EoI Due Date
12.	Authorized representative and Email for correspondence	rodteut@gmail.com

1. Background

1.1 The Ministry of Skill Development and Entrepreneurship, represented by the Director General, Directorate General of Training (DGT) (the “**Authority**”) having its principal office at Ministry of Skill Development and Entrepreneurship, Government of India, Kaushal Bhawan, New Moti Bagh, New Delhi – 110023, 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: the 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 Ministry of Skill Development and Entrepreneurship (“**MSDE**”), through the Directorate General of Training (“**DGT**”) is responsible for the overall policy formulation and overseeing of the long-term skilling ecosystem in the country.

1.2 The Directorate General of Training (DGT) under MSDE, is the principal agency responsible for policy formulation, regulation and implementation of vocational training programs, including institutional capacity building. Through DGT, the Ministry administers two key schemes:

- a) The Craftsman Training Scheme (CTS), delivered through Industrial Training Institutes (ITIs) to equip youth with foundational vocational skills.
- b) The Craft Instructor Training Scheme (CITS), implemented through National Skill Training Institutes (NSTIs), which are specialized institutions that train instructors and vocational educators in pedagogy, domain-specific skills, and training methodology. These institutes are under the administrative control of the Central Government.

1.3 With rapid technological advancements, there is a continuous need to upgrade these institutions to ensure that the skilling and training of trainers remains aligned with current and future industry needs. It is envisaged to strengthen linkages with industry and include industry’s participation 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:

- a) Component I: Upgradation of 1,000 government ITIs in a hub-and-spoke arrangement, and

1.4 The purpose of this EOI is to gather information, feedback and inputs of the interested and eligible entities (“**Interested Party**”) on the various aspects of the project. Recognizing the need for modernization and industry integration, the Government of India has launched the PM-SETU scheme to upgrade ITIs as well as National Skill Training Institutes (NSTIs) over five years (2025–2030) with a total outlay of ₹60,000 crore. PM-SETU has two components:

1.5 Component I – Upgradation of 1,000 Government ITIs: ITIs will be organized into hub-and-spoke clusters. Each cluster will have one upgraded Hub ITI and several Spoke ITIs. The goal

is to strengthen infrastructure, introduce new trades, modernize curriculum, and integrate industry participation in governance and training. The implementation is industry-led, through SPVs formed by Anchor Industry Partners (AIPs) in partnership with Central and State Governments, fostering co-investment, curriculum co-creation and employment linkages.

- 1.6 Under Component I, the scheme envisages transforming ITIs into aspirational institutes that are “government-owned, industry-managed,” delivering demand-driven training and measurable employment outcomes. Key features include: industrial infrastructure support (modern labs, workshops, digital tools), enhanced soft infrastructure (hostels, faculty development), industry-aligned curricula and pedagogy, and a governance model that places industry at the helm of institute management (via the SPV). AIPs will play a pivotal role in strategic planning, funding, training design, and placement facilitation.
- 1.7 For example, an illustrative cluster could be the “ABC-ITI Cluster”, comprising ABC-ITI (Hub) and four constituent Spoke ITIs (e.g. DEF-ITI, GHI-ITI, JKL-ITI, MNO-ITI). In such a cluster, the Hub ITI might specialize in high-end advanced manufacturing trades, while the Spoke ITIs provide foundational courses feeding into the Hub. The cluster SPV led by an industry partner would upgrade the infrastructure across all five ITIs, introduce new courses (e.g. in EV technology, AI, renewable energy), and oversee operations, with shared resources and faculty linkages.

2. Purpose/Scope of work

2.1 The purpose of this EoI is to invite expressions of interest from credible industry entities (AIPs) to participate in and lead the upgradation of Government ITIs under Component I of the PM-SETU (Pradhan Mantri Skilling and Employability Transformation through Upgraded ITIs) Scheme. Under Component I, up to 1,000 government ITIs will be upgraded in a hub-and-spoke cluster model in partnership with industry, to transform them into aspirational vocational training centers aligned with industry needs. Successful AIPs will form or join a Special Purpose Vehicle (SPV) – an industry-led, not-for-profit entity – to co-invest, co-manage and co-govern the development and operation of the ITI clusters. The SPV will operate under a clearly defined governance model, with the AIP holding majority share (51%) and the Central and State Governments holding the remaining share, as per the Scheme Guidelines.

2.2 In furtherance to the objective of the scheme and driving strategic industry participation through co-investment, co-design and co-governance, this EoI is intended to obtain inputs/suggestions from the Interested Party that may be relevant for structuring of the Project and determination of related specifications including key/focus areas. In light of the above, the Interested Party(ies) are invited to provide their inputs/suggestion regarding the phased development and operation of the ITIs. Interested Party(ies) must submit relevant and sufficient information demonstrating their eligibility and qualifications to be considered for shortlisting in the development and operation of these ITIs. **The Interested Party is required to provide their inputs for each ITI cluster separately and individually. The Interested Party may provide inputs for one or more ITI Hub-and-Spoke Cluster.**

2.3 The purpose of this EoI is to gather information, details or inputs from interested and eligible entities for the proposed Project. This EoI is intended solely to assist the Authority in obtaining indicative inputs that may be relevant to determining the feasibility or structuring of the Project. The information received pursuant to this EoI may be used by the Authority, at its sole and absolute discretion, to design, structure, or modify the framework, scope, procurement strategy, or any other aspect of the Project. However, the issuance of this EoI does not impose any obligation on the Authority to proceed with the Project, or to invite any or all of the Interested Parties to participate in any subsequent stage of the bidding or procurement process. Based on the information/inputs, the Authority may decide, at its sole discretion, the structure of the Project.

2.4 The EoI document may be downloaded from <https://chdtechnicaleducation.gov.in> (“Website of Directorate of Technical Education, UT, Chandigarh”).

2.5 This EoI is not and cannot be considered as an invitation to offer or create any right whatsoever in favor of any participating entity, who chooses to respond to this EoI. The Authority may, in its absolute discretion but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this EoI. The issue of this EoI does not imply that the Authority is bound to undertake the bidding process and/or short-list Interested Parties, pursuant to this EoI, for qualification and/or bid stage or to appoint the selected bidder, as the case may be, for the Project and the Authority reserves the right to not abide by the information furnished by the Interested Party hereunder without assigning any reasons whatsoever.

2.6 The Interested Parties submitting their responses to this EoI shall bear all costs associated with or relating to the preparation and submission of its response to this EoI, including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Authority, or any other costs incurred in connection with or relating to its response to this EoI.

3. Venue and deadline for submission of proposal

3.1 The EoI document shall be published on the **Website of Directorate of Technical Education, UT, Chandigarh i.e <https://chdtechnicaleducation.gov.in>**. It shall be available for download after the date and time of the start of availability till the deadline for availability as mentioned in this EoI as per Data Sheet.

3.2 Any query/ clarification regarding downloading EoI document and uploading EoI on the e-Procurement Portal may be addressed to concerned authority. Interested Parties are requested to submit their responses to this EoI in the form and manner and at the address prescribed in this EoI document.

3.3 All queries by prospective Interested Parties must be sent only via email to the following email address only: rodteut@gmail.com on or before the last date of raising queries as mentioned in Data Sheet. The Authority shall endeavor to respond to the queries within the period specified therein. The Authority will post all the queries and its responses on the email id without identifying the source of queries.

3.4 The Response to EoI must be submitted online by the Interested Parties on or before the **EoI Due Date on the email ID rodteut@gmail.com**.

4. Site visit and verification of information

4.1 Interested Party(ies) are encouraged to submit their response to EoI after conducting their own independent due diligence including the infrastructure/facility at ITIs, and ascertaining for themselves at their cost, the site conditions, demand, location, surroundings, supporting buildings, availability of power, water and other utilities for construction, access to site, handling and storage of materials, course curriculum, technological capacities, applicable laws and regulations, and any other matter considered relevant by them and as may be required for submitting their respective proposals. Any such verification/due diligence shall be at the sole cost and risk of the Interested Party(ies). The Authority shall not be liable for any costs, expenses, losses, or liabilities incurred by any Interested Party(ies) as a consequence of such site visit or due diligence, and no claim shall be entertained at any stage in this regard.

5. Validity of response

5.1 The response for EoI as per this document shall be valid for a period of 180 days initially which may be mutually extended further if required by the Authority.

6. Instructions regarding submission of documents

6.1 The EoI is to be submitted in the manner prescribed below: -

Interested Party(ies) shall provide their response to the EoI in the manner prescribed below (“Response to EoI”) which shall be submitted in accordance with clause 3, unless specified otherwise:

S. N.	List of Documents
1.	Cover Letter (ANNEXURE I);
2.	General Information of Interested Party, Statement of the Legal Capacity & Financial Capacity (ANNEXURE II);
3.	Power of Attorney for signing of ‘Response to EoI’ in the prescribed format (ANNEXURE III); (Form 1 and 2), as applicable;
4.	Joint Bidding Agreement (ANNEXURE IV), as applicable;
5.	Inputs/Suggestions for the Project (ANNEXURE V);

Note: The Interested Parties are expected to examine all instructions, forms, terms, and other details in the EoI document carefully. Failure to furnish complete information as mentioned in the EoI document or submission of a proposal not substantially responsive to the EoI documents in every respect will be at the Interested Party’s risk and may result in rejection of the response. The documents submitted in Response to EOI shall be a single file, with each page initialed by the authorized signatory of the Interested Party.

7. Qualification Criteria

7.1 Any entity which fulfils the qualification criteria as per clause 7.2 shall be eligible for submission of their ‘Response to EoI’. The interested party for qualification may be a single entity or a group of entities coming together to implement the Project (“**Interested Party**”). However, Interested Party applying individually or as a member of a Consortium, as the case may be, shall not be entitled to submit another response either individually or as a member of another Consortium. The term Interested Party used herein would apply to both a single entity and a Consortium (“**Interested Party**”). The maximum number of members in a Consortium will be limited to 5.

7.2 Subject to other provisions in the EoI document, participation in this process is open to all entities who fulfil the minimum qualification criteria below, (however in the case of a Consortium only the Lead Member’s credentials shall be considered for the purpose of determining the eligibility):

S.N.	Qualification Criteria	Sub-Criteria	Supporting Compliance document
1.	Eligibility	The Interested Party(ies) should be a valid entity under the applicable laws. .	Incorporation documents of the Interested Party duly supported by Annexure II.
		The Interested Party(ies) should not be blacklisted by any Central Govt. / State	Undertaking signed by the Authorized signatory of the Interested Party (issued on the

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		Govt. / PSU/Govt of India. Bodies as on date of EoI Due Date	letterhead of the firm).
2.	Technical Capacity	The Interested Party should have at least 1000 employees on its payroll as on EoI Due Date.	EPF returns/ ESIC returns/ Labor License/ CA certificate/other statutory document/ Undertaking signed by the Authorized signatory of the Interested Party (issued on the letterhead of the firm).
3.	Financial Capacity	<p>The Interested Party should have a minimum average annual Turnover equal to or greater than INR 2000 Cr. in the last 3 (three) financial years preceding the EoI Due Date.</p> <p>Note:</p> <ol style="list-style-type: none"> 1. "Turnover" shall mean the aggregate value of the services rendered in a year from the operations carried out within India. 2. In case the annual accounts for the latest financial year are not audited and therefore the Interested Party cannot make it available, the Interested Party shall give an undertaking to this effect and the statutory auditor/chartered accountant shall certify the same. In such a case, the Interested Party shall provide the audited annual accounts for 3 	<ul style="list-style-type: none"> ➤ A certificate issued by a statutory auditor/chartered accountant (with valid UDIN) confirming the average annual turnover of the Interested Party during the stated Financial Years. must be submitted. ➤ In case the date of registration/ incorporation of the Interested Party is less than 3 years old prior to EoI Due Date, the average annual turnover or actual production in respect of the completed financial years after the date of constitution shall be taken into account for this criterion. This must be duly certified by a Chartered Accountant or Statutory Auditor, as the case may be.

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		<p>(three) financial years preceding the year for which the audited annual accounts is not being provided</p> <p>The Interested Party should have a positive net worth for two financial years preceding the EoI Due Date</p>	
4.	Area of Operations	Focus/Expertise of the Interested Party(ies) in industrial sector(s) along with key products/services operations.	Sector Profile, Company Brochure, Annual Report, etc.
5.	Scale of Operations	Nationwide or multi-state operations; Mention any global business linkages as well (if any)	Annual Reports / Self-Declaration signed by the Authorized Signatory
6.	Internal Training Initiatives	Experience in conducting internal training or onboarding programs. Mention the training expenditure incurred for your employees (Past 3 years record)	HR/L&D Reports/Case Studies signed by the Authorized Signatory
7.	Statutory Compliance	Must possess valid PAN, GST registration and any other relevant regulatory documents (such as licenses, registration, etc.)	Copies of PAN and GST Registration.

Note:

- i. In case the Interested Party is a Consortium of entities, it should comply with the following additional requirements:
 - a. EoI response should contain the information required for each member of the Consortium as per Annexure IV.
 - b. Members of the Consortium shall nominate 1 (one) member as the Lead Member (**“Lead Member”**). The nomination of the Lead Member shall be supported by a Power of Attorney, signed by all the other Members of the Consortium.
- ii. Each Interested Party coming together to form a consortium shall be the “Member” of such

consortium.

8. Response

8.1 Interested Party(ies) must ensure that their EoI response is submitted as per the formats attached with this document.

8.2 All communications including the submission of response to EoI should be addressed to: **Directorate of Technical Education, UT, Chandigarh, PEC Campus, Sector 12, Chandigarh, 160012 and submit Online on the email ID rodteut@gmail.com.**

8.3 All communications, including the envelopes, should contain the following information, to be marked at the top in bold letters:

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Condition under which EoI is issued

8.4 The EoI is not an invitation to offer and is issued with no commitment. The Authority reserves the right to withdraw EoI and or vary any part thereof at any stage. The Authority reserves the right to disqualify any Interested Party, should it be so necessary at any stage.

9. Submission of EoI:

9.1 Pre-EoI Queries

9.1.1 The Pre-EoI queries should be submitted in the format specified below to be considered for response and they should be submitted in MS-Excel format. Pre-EoI queries not submitted in the prescribed format may not be responded to.

S. N.	Page No.	Clause No.	Text provided in EoI	Clarification sought with justification, if any
1.	[•]	[•]	[•]	[•]
2.	[•]	[•]	[•]	[•]
...

Note: It is preferred that the queries should be sent to the Authority at least 2 (two) business days before the scheduled Pre-EoI Conference. The email communication shall clearly bear the following identification/ title:

‘Queries/Request for Additional Information: Expression of Interest (EoI) for Upgradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme’

9.2 Pre-EoI meeting

9.2.1 Pre-EoI conferences of the Interested Party(ies) shall be convened at the designated date, time and place provided in the Data Sheet and clause 10.3.

9.2.2 During Pre-EoI conferences, the Interested Party(ies) shall be free to seek clarifications and make suggestions for consideration of the Authority. The Authority shall endeavor to provide clarifications and such further information as it may, at its sole discretion, consider appropriate for facilitating a fair selection Process.

9.2.3 The Authority may also organize additional pre-EoI meeting and the details regarding the same will be made available on the eProcurement Portal.

9.3 Corrigendum/ addendum to EoI document

9.3.1 Before the deadline for submitting EoI, the Authority may update, amend, modify, or supplement the information, assessment or assumptions contained in the EoI document by issuing corrigenda and addenda. The corrigenda and addenda shall be published in the same manner as the original EoI document. The Interested Party must check the eProcurement portal for any corrigendum/ addendum. Any corrigendum or addendum thus issued shall be considered a part of the EoI document.

S.N.	Event Description	Date
1	Issue of EoI document	06.12.2025
2	Pre-EoI Meeting	18.12.2025
3	Last Date for receiving queries	22.12.2025
6	Last Date & Time for submission of Response to EoI	30.12.2025 upto 15:00 Hours
8.	Opening of EoI responses	To be announced later

9.3.2 The Authority may extend the deadline for the EoI submission by issuing an amendment. In this case, all rights and obligations of the Authority and the consultants previously subject to the original deadline shall then be subject to the new deadline for the EoI submission.

9.4 Schedule of EoI submission timelines

9.4.1 The submission shall be done by the Interested Party(ies) online on the email id. The Authority may, at its own discretion, revise or extend any of the timelines set out in this schedule.

9.4.2 The Interested Parties are hereby informed that post submission of the EoI in the manner aforesaid, Interested Party may, at the sole discretion of the Authority, be invited for an in person interaction/consultative discussion with the Authority at a designated place.

9.4.3 Any response to this EoI received after the EoI Due Date shall not be entertained and no further communication from the concerned Interested Party in this regard shall be entertained by the Authority.

10. Evaluation of Responses to EoI

10.1 Under this EoI, the Interested Party(ies) are required to demonstrate minimum eligibility criteria and submit their inputs and suggestions for the Project.

- 10.2 The evaluation of the Responses to the EoI shall be based upon scrutiny and examination of all relevant data and details submitted by Interested Party(ies). Evaluation of Interested Party's 'Response to EoI' shall be based only on the criteria/ conditions included in the EoI document.
- 10.3 To facilitate evaluation of 'Response to EoI', the Authority may, at its sole discretion, seek clarifications in writing from any Interested Party regarding its submission/response. Such clarification(s) shall be provided within the time specified by the Authority for this purpose. If an Interested Party does not provide clarifications sought under this clause within the prescribed time, its 'Response to EoI' shall be liable to be rejected. In case the submission/response is not rejected, the Authority may proceed to evaluate the same by construing the particulars requiring clarification to the best of its understanding, and the Interested Party shall be barred from subsequently questioning such interpretation of the Authority.
- 10.4 An Interested Party(ies) who fulfils the qualification criteria (as specified in clause 7) may be invited for further discussions, at the sole discretion of the Authority.

11. Miscellaneous

- 11.1 The EoI Process does not and cannot be construed to create any right, claim, privilege or any entitlement in favor of Interested Party or any person claiming through or under him. Without any prejudice to the foregoing, this EoI Process shall be governed by and construed in accordance with the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with this EoI.
- 11.2 The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
 - i. Suspend and/ or cancel the EoI process and/or amend and/or supplement the EoI process, or
 - ii. Consult with any Interested Party in order to receive clarification or further information
 - iii. Retain any information submitted to the Authority by, on behalf of, and/or in relation to any Interested Party; and/or
 - iv. Independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Interested Party.
- 11.3 It shall be deemed that by submitting a response to this EoI, the Interested Party agrees and releases the Authority, its employees, agents and advisers, from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the submission of its response to this EoI.
- 11.4 Joint and Several Liability¹: If the Interested Party(ies) is in the nature of a Consortium for implementing the Project (a) these persons shall, without prejudice to the provisions of this EoI, be deemed to be jointly and severally liable to the Authority for the performance of the EoI ; and (b) the Interested Party(ies) shall ensure that no change in the composition of the Consortium is effected without the prior consent of the Authority. Without prejudice to the joint and several liability of all the members of the Consortium, the Lead Member shall represent all the members of the Consortium and shall at all times be liable and responsible for discharging

¹ Only applicable for Consortium.

the functions and obligations of the Interested Party(ies). Each member of the Consortium shall be bound by any decision, communication, notice, action or inaction of the Lead Member on any matter related to this EoI and the Authority shall be entitled to rely upon any such action, decision or communication of the Lead Member.

- 11.5 **Amendment of EoI**- At any time prior to the deadline for submission of 'Response to EoI', the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Interested Party, modify the EoI by the issuance of an addendum ("Addendum"). Any Addendum issued hereunder shall be posted/ uploaded on the website through corrigendum and shall form an integral part of the EoI. The relevant clauses of the EoI shall be treated as amended accordingly, in terms of corrigendum(s)/Addendum. It shall be sole responsibility of the Interested Party to check website from time to time for any such amendments. The Authority shall not be responsible for any negligence on part of the Interested Party.
- 11.6 **Modifications/ Substitution/ Withdrawal of 'Response to EoI'**- The Interested Party may modify, substitute or withdraw its 'Response to EoI' after submission of the 'Response to EoI'. However, no 'Response to EoI' shall be modified, substituted or withdrawn by the Interested Party after the submission of the 'Response to EoI'. 'Response to EoI' shall be deemed to be under consideration immediately after they are opened and until such time the Authority makes official intimation of approval/ rejection to the Interested Party. While the 'Response to EoI' are under consideration, Interested Parties and/ or their representatives or other interested parties are advised to refrain from contacting by any means, the Authority and/ or their employees/ representatives on matters related to the applications under consideration.
- 11.7 **Rejection of Response to EoI** - If any 'Response to EoI' received by the Authority is not submitted in accordance with this EoI, it may be summarily rejected. Notwithstanding anything contained in this EoI, the Authority reserves the right to reject any 'Response to EoI' and to annul EoI Process and to reject all 'Response to EoI' at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reason whatsoever. In the event that the Authority rejects or annuls all the 'Response to EoI', it may, in its discretion, invite fresh applications hereunder.
- 11.8 The Authority reserves the right not to proceed with the EoI Process at any time, without notice or liability, and to reject any 'Response to EoI' without assigning any reasons.
- 11.9 **Confidentiality**- Information relating to the examination, clarification, evaluation and recommendation for the applicants shall not be disclosed to any person who is not officially concerned with the process or is not a retained professional advisor advising the Authority in relation to, or matters arising out of, or concerning the process. The Authority will treat all information, submitted as part of the 'Response to EoI', in confidence and will require all those who have access to such material to treat the same in confidence. The Authority may not divulge any such information unless it is directed to do so by any statutory entity that has the power under law to require its disclosure or is to enforce or assert any right or privilege of the statutory entity and/ or the Authority or as may be required by law or in connection with any legal process.
- 11.10 **Correspondence with the Interested Party**- Save and except as provided in this EoI, the

Authority shall not entertain any correspondence with any Interested Party in relation to acceptance or rejection of any 'Response to EoI'.

- 11.11 On receipt of the 'Response to EoI', technical discussions/ presentations may be held with the Interested Party(ies),at the discretion of the Authority basis their 'Response to EoI'. During this discussion stage the Authority may also add those other stake holders in the discussions who could add value to the decision making on the various aspects of the Project. Based on the discussions/ presentations held, one or more acceptable solutions could be decided upon laying down detailed specifications for each acceptable solution, quality benchmarks , delivery milestones etc., in a manner that is consistent with the objectives of the applicable laws.
- 11.12 The participation or non-participation in this EoI shall not result in any privilege and prejudice respectively with regard to any RFP that the Authority subsequently decides to publish in relation to the Project.
- 11.13 Any entity which has been barred by the Central/ State Government, or any entity controlled by it, from participating in any project and the bar subsists as on the date of the EOI, would not be eligible to submit the Response to EOI, either individually or as Member of a Consortium.
- 11.14 All communications in relation to or concerning the EOI and Response to EOI shall be in English language.

Annexure I: Cover Letter

(On letterhead of Interest Party, duly stamped and signed by its authorized representative)

Date:

To, [*]

[Address]

Sub: Submission of response to Expression of Interest (EoI) for Upgradation of Industrial Training Institutes (ITIs) under Component I of the PM-SETU Scheme

Dear Sir/Ma'am,

1. With reference to your EoI dated....., I,, address having examined the EoI thoroughly and understood its contents, hereby inform you that I undertake that I duly fulfil the eligibility conditions mentioned in this EoI, and accordingly I am furnishing the information/response to the EoI for the captioned project.
2. I/We acknowledge the purpose of this EoI is to gather initial information/inputs about the Project from the entity and to gauge the market interest for the Project. Further, the issue of this EoI does not imply that the Authority is bound to undertake the bidding process or to appoint the selected Interested Party(ies) as the case may be, for the Project and the Authority reserves the right to not abide by the information furnished by the Interested Party hereunder without assigning any reasons whatsoever.
3. We undertake that we have submitted the information as required under this EoI to the best to our knowledge and understanding and have prepared our response to the EoI as specified therein. In addition to submission of the above, we understand that we may be required to make a presentation/briefing to the Authority covering all aspects as covered in our response to the EoI.
4. We understand that the details mentioned under this EoI are indicative and preliminary in nature and can be, at the exclusive discretion of the Authority and in any form whatsoever, be modified or substituted or increased or altogether deleted during the bidding stage. We shall not, under law or otherwise, have any claim or right against the Authority seeking subsistence of the terms mentioned in the EoI, at the bidding stage.
5. Further, we understand that this invitation for EoI is not part of the bidding process for the Project and is only to seek inputs/information for this Project.

(Name & Signature of the authorized signatory)

Annexure II: General Information of Interested Party

1.
 - a) Name:
 - b) Country of incorporation:
 - c) Address of the {corporate headquarters and its branch office(s) / registered office}, if any, in India:
 - d) Date of incorporation and/ or commencement of business:
2. Brief description of the Interested Party including details of its main lines of business and proposed role and responsibilities in the Project:
3. Details of individual(s) who will serve as the point of contact/ communication for the Interested Party(ies):
 - (a) Name:
 - (b) Designation:
 - (c) Company:
 - (d) Address:
 - (e) Telephone Number:
 - (f) E-Mail Address:
4. Particulars of the Authorized Signatory of the Interested Party(ies):
 - (a) Name:
 - (b) Designation:
 - (c) Company:
 - (d) Address:
 - (e) Telephone Number:
 - (f) E-Mail Address:
5. In case of a Consortium:
 - (a) The information above (1-4) should be provided for all the Members of the Consortium.
 - (b) Information regarding the role of each Member should be provided as per table below:

S. No.	Name of Member	Role*
1		
2		

* The role of each Member, as may be determined by the Interested Party, should be indicated.

(c) The following information shall also be provided for **each Member** of the Consortium and/or Associate²:

Name of Interested Party/ Member of Consortium:

² Provide details of only those Associates whose technical capacity and financial capacity are to be evaluated

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No.	Criteria	Yes	No
1.	Has the Interested Party/members of the Consortium/ been barred by the {Central/State} Authority, or any other government institution in India, from participating in any project.		
2.	If the answer to 1 is yes, does the bar subsist as on the date of EoI?		

6. Statement of Legal Capacity as per the format below:

Statement of Legal Capacity

(To be forwarded on the letterhead of the Interested Party/ Lead

Member of Consortium)

Ref. Date:

To,

*

Dear

Sir,

We hereby confirm that we/ our members in the Consortium (constitution of which has been described in the application) satisfy the terms and conditions laid out in the EoI.

We have agreed that (insert member's name) will act as the Lead Member of our consortium. *

We have agreed that (insert individual's name) will act as our representative/ will act as the representative of the consortium on its behalf* and has been duly authorized to submit the EoI response. Further, the authorised signatory is vested with requisite powers to furnish such letter and authenticate the same.

Thanking you,

Yours faithfully,
(Signature, name and designation of
the authorised signatory) For and on
behalf of.....

*Please strike out whichever is not applicable.

7. Financial Capacity of Interested Party(ies)

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of the PM-SETU Scheme

(To be certified by the statutory auditor/chartered accountant
of Interested Party(ies) / respective Member of consortium
/Associates of the Consortium)

(In INR Crore)

Type	Annual Turnover			Net Worth
As on	31 st March 2023	31 st March 2024	31 st March 2025	31 st March 2025
Single entity				
TOTAL				

This is to certify that the average annual turnover (*name of Interested Party/Consortium Member/Associate*) is ***** for last 3 (three) Financial Years out preceding the EOI Due Date, i.e., _____ as per the audited financial statements.

Name of the audit firm: Membership No.:

FRN No.: Seal of the audit firm UDIN Number:

Date:

Note:

1. In case the annual accounts for the latest financial year are not audited and therefore the Interested Party(ies) cannot make it available, the Interested Party(ies) shall give an undertaking to this effect and the statutory auditor shall certify the same. In such a case, the Interested Party(ies) shall provide the audited financial statements for the financial year preceding the latest financial year for which the audited financial statement is not being provided.

Annexure III: Power of Attorney

(each Power of Attorney, as applicable, to be executed on stamp paper of appropriate value duly notarized)

Annexure III: Form-1

POWER OF ATTORNEY

Know all men by these presents, We, (name of the entity and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorize Mr. / Ms _____ (Name), son/daughter/wife of _____ and _____ presently residing at _____, who is {presently employed with us and holding the position of _____, } as our true and lawful attorney (hereinafter referred to as the "**Attorney**") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our EoI response for " _____ ("Project")" by _____ (hereinafter referred as "**Authority**") including but not limited to signing and submission of all EoI response, bids and other documents and writings, participate in Pre-EoI meeting and other conferences and providing information/ responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our bid, and generally dealing with the Authority in all matters in connection with or relating to or arising out of our EoI Response and/or bid for the said Project and/ or upon award thereof to us and/or till the entering into of the Contract with the Authority.

AND we hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, _____, THE ABOVE-NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF _____, 20**.

For

.....

(Name, Designation & Signature of person executing the PoA on behalf of Interested Party)

Witnesses:

- 1.
- 2.

Accepted

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.....

(Signature)

(Name, Title and Address of the Attorney)

Notes:

- The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant(s) and when it is so required, the same should be under common seal affixed in accordance with the required procedure.
- Also, wherever required, the Interested Party should submit for verification the extract of the charter documents and documents such as a resolution/ power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Interested Party.
- Power of Attorney should be executed on a non-judicial stamp paper of appropriate value as relevant to the place of execution (if required under Applicable Laws).
- For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Indian Embassy and notarized in the jurisdiction where the Power of Attorney is being issued.
- However, in the countries, which are member of Hague convention, the document has to be notarized by the public notary and apostille by the designated competent authority of the issuing country.

Annexure III: Form-2 (if applicable)

POWER OF ATTORNEY FOR LEAD MEMBER OF CONSORTIUM ³

Whereas the _____ ("the **Authority**") has invited for Expression of Interest (EoI) from interested parties for _____ ("Project").

Whereas _____ and _____ (collectively the "**Consortium**") being Members of the Consortium are interested in submitting EoI response for the Project(s) in accordance with the terms and conditions of the EoI and other connected documents in respect of the Project(s), and

Whereas it is necessary for the Members of the Consortium to designate one of them as the Lead Member with all necessary power and authority to do for and on behalf of the Consortium, all acts, deeds and things as may be necessary in connection with the Consortium's EoI response and/or bid for the Project(s) and its execution.

NOW THEREFORE KNOW ALL MEN BY THESE PRESENTS

We, _____ having our registered office at _____, M/s. ___, having our registered office at _____, insert the respective names and addresses of the registered office} (hereinafter collectively referred to as the "Principals") do hereby irrevocably designate, nominate, constitute, appoint and authorise M/s _____, having its registered office at _____, being one of the Members of the Consortium, as the Lead Member and true and lawful attorney of the Consortium (hereinafter referred to as the "Attorney") and hereby irrevocably authorise the Attorney (with power to sub-delegate) to conduct all business for and on behalf of the Consortium and any one of us during the EoI process and, in the event the Consortium is shortlisted, during the bidding process and execution of the Project, and in this regard, to do on our behalf and on behalf of the Consortium, all or any of such acts, deeds or things as are necessary or required or incidental to the submission of its EoI response and/or bid for the Project, if shortlisted, including but not limited to signing and submission of all applications, bids and other documents and writings, participate in Pre-EoI meeting, Interested Party's meetings and other conferences, respond to queries, submit information/ documents, sign and execute contracts and undertakings consequent to acceptance of the EoI bid of the Consortium and generally to represent the Consortium in all its dealings with the Authority, and/ or any other Authority Agency or any person, in all matters in connection with or relating to or arising out of the Consortium's EoI response and/or bid for the Project and/ or upon award thereof till the Contract is entered into with the Authority.

AND we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized

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Representative/Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorized Representative/Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us/Consortium.

IN WITNESS WHEREOF WE THE PRINCIPALS ABOVE NAMED HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF 20**.

For _____

(signature)

(Name & Title)

For _____

(signature)

(Name & Title)

Witnesses:

- 1.
- 2.

Notarised

Notes:

- The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant(s) and when it is so required, the same should be under common seal affixed in accordance with the required procedure.
- Also, wherever required, the Interested Party should submit for verification the extract of the charter documents and documents such as a resolution/ power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Interested Party.
- Power of Attorney should be executed on a non-judicial stamp paper of appropriate value as relevant to the place of execution (if required under Applicable Laws).

Annexure IV: Joint Bidding Agreement

(To be executed on Stamp paper of appropriate value duly notarised)

THIS JOINT BIDDING AGREEMENT is entered into on this the day of 20...

AMONGST

1. (name of the Interested Party(ies)), a (Mention the act in which Interested Party(ies) is registered) and having its registered office at (hereinafter referred to as the "**First Part**" which expression shall, unless repugnant to the context include its successors and permitted assigns)

AND

2. (name of the Interested Party(ies)), a (Mention the act in which Interested Party(ies) is registered) and having its registered office at (hereinafter referred to as the "**Second Part**" which expression shall, unless repugnant to the context include its successors and permitted assigns)

The above-mentioned parties of the FIRST and SECOND PART are collectively referred to as the "**Parties**" and each is individually referred to as a "**Party**"

WHEREAS,

(A) _____ (hereinafter referred to as the "Authority" which expression shall, unless repugnant to the context or meaning thereof, include its administrators, successors and assigns) has invited response to the EoI (the "Applications") by its Expression of Interest No. dated (the "EoI") for _____ (the "Project").

(B) The Parties are interested in jointly bidding for the Project as members of a Consortium and in accordance with the terms and conditions of the EoI document and other bid documents in respect of the Project, and

(C) It is a necessary condition under the EoI document that the members of the Consortium shall enter into a Joint Bidding Agreement and furnish a copy thereof with the EoI response.

NOW IT IS HEREBY AGREED as follows:

1. Definitions and Interpretations

In this Agreement, the capitalised terms shall, unless the context otherwise requires, have the meaning ascribed thereto under the EoI.

2. Consortium

2.1 The Parties do hereby irrevocably constitute a consortium (the "**Consortium**") for the purposes of jointly participating in the EoI and bidding process for the Project.

2.2 The Parties hereby undertake to participate in the EoI and bidding

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process only through this Consortium and not individually and/ or through any other consortium constituted for this Project, either directly or indirectly or through any of their Associates.

3. Covenants

The Parties hereby undertake that in the event the Consortium is declared the selected Interested Party(ies) and awarded the Project, it shall enter into a Contract with the Authority and for performing all its obligations as the Contractor in terms of the Contract for the Project.

4. Role of the Parties

The Parties hereby undertake to perform the roles and responsibilities as described below:

- (a) Party of the First Part shall be the Lead member of the Consortium and shall have the power of attorney from all Parties for conducting all business for and on behalf of the Consortium during the EoI and bidding process {*****; }.
- (b) Party of the Second Part shall be {*****; }

5. Joint and Several Liability

- 5.1 The Parties do hereby undertake to be jointly and severally responsible for all obligations and liabilities relating to the Project and in accordance with the terms of the EoI, RFP and the Contract.
- 5.2 The Parties do hereby undertake and declare that the Lead Member shall represent all the members of the Consortium and shall at all times be liable and responsible for discharging the functions and obligations of the Consortium; and that each member of the Consortium shall be bound by any decision, communication, notice, action or inaction of the Lead Member on any matter related to this Agreement and the Authority shall be entitled to rely upon any such action, decision or communication of the Lead Member.

6. Representation of the Parties

Each Party represents to the other Parties as of the date of this Agreement that:

- (a) Such Party is duly organised, validly existing and in good standing under the laws of its incorporation and has all requisite power and authority to enter into this Agreement.
- (b) The execution, delivery and performance by such Party of this Agreement has been authorised by all necessary and appropriate corporate or governmental action and a copy of the extract of the charter documents and board resolution/ power of attorney in favour of the person executing this Agreement for the delegation of power and authority to execute this Agreement on behalf of the Consortium Member is annexed to this Agreement, and will not, to the best of its knowledge:
 - (i) require any consent or approval not already obtained.

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- (ii) violate any Applicable Law presently in effect and having applicability to it.
- (iii) violate the memorandum and articles of association, by-laws or other applicable organisational documents thereof.
- (iv) violate any clearance, permit, concession, grant, license or other governmental authorisation, approval, judgement, order or decree or any mortgage agreement, indenture or any other instrument to which such Party is a party or by which such Party or any of its properties or assets are bound or that is otherwise applicable to such Party; or

- (v) create or impose any liens, mortgages, pledges, claims, security interests, charges or encumbrances or obligations to create a lien, charge, pledge, security interest, encumbrances or mortgage in or on the property of such Party, except for encumbrances that would not, individually or in the aggregate, have a material adverse effect on the financial condition or prospects or business of such Party so as to prevent such Party from fulfilling its obligations under this Agreement;
- (c) this Agreement is the legal and binding obligation of such Party, enforceable in accordance with its terms against it; and
- (d) there is no litigation pending or, to the best of such Party's knowledge, threatened to which it or any of its Associates is a party that presently affects, or which would have a material adverse effect on the financial condition or prospects or business of such Party in the fulfilment of its obligations under this Agreement.

7. Termination

This Agreement shall be effective from the date hereof and shall continue in full force and effect until the termination of the Contract. However, in case the Consortium is either not pre-qualified for the Project or does not get selected for award of the Project, the Agreement will stand terminated in case the Interested Party is not pre-qualified or upon return of the Bid Security by the Authority to the Interested Party(ies), as the case may be.

8. Miscellaneous

- 8.1 This Joint Bidding Agreement shall be governed by laws of India.
- 8.2 The Parties acknowledge and accept that this Agreement shall not be amended by the Parties without the prior written consent of the Authority.

IN WITNESS WHEREOF THE PARTIES ABOVE NAMED HAVE EXECUTED AND DELIVERED THIS AGREEMENT AS OF THE DATE FIRST ABOVE WRITTEN.

SIGNED, SEALED AND DELIVERED
For and on behalf of
LEAD MEMBER by:

(Signature)
(Name)
(Designation)
(Address)

SIGNED, SEALED AND DELIVERED
SECOND PART

(Signature)
(Name)
(Designation)
(Address)

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In the presence of:

1. 2.

Notes:

1. The mode of the execution of the Joint Bidding Agreement should be in accordance with the procedure, if any, laid down by the Applicable Law and the charter documents of the executant(s) and when it is so required, the same should be under common seal affixed in accordance with the required procedure.
2. Each Joint Bidding Agreement should attach a copy of the extract of the charter documents and documents such as resolution / power of attorney in favour of the person executing this Agreement for the delegation of power and authority to execute this Agreement on behalf of the Consortium Member.

Annexure V: Inputs/Suggestions for the Project

(Interested Parties should provide inputs for each ITI Hub-and-Spoke cluster they are interested in. Use additional pages as needed.)

Cluster Name / Hub ITI: Directorate of Technical Education, UT, Chandigarh/ Govt. ITI, Sector 28 C, Chandigarh

S. No.	Focus Area / Criteria	Input / Suggestions	Rationale / Comments
1.	Cluster Structure & Roles:	e.g., Composition of Hub and Spoke ITIs, roles of AIP and SPV.	
2.	Strategic Investment Plan (SIP):	Key components you envision in a SIP (infrastructure, labs, courses, outcomes).	
3.	Financial Model:	Suggestions on co-funding ratios, industry contribution (e.g. $\geq 17\%$ of total cost), revenue models.	
4.	Curriculum & Training:	Ideas for new trades, upskilling existing courses, blending on-the-job training, curricula co-design.	
5.	Infrastructure & Labs:	Recommended labs, equipment, digital tools for identified sectors, ICT infrastructure.	
6.	Human Resources:	HR model (e.g. seconded industry trainers, faculty development, staffing plan), training of instructors.	
7.	Operations & Governance:	Governance structure suggestions, committees (placement, curriculum), performance milestones/KPIs.	
8.	Industry Partnerships:	Potential industry partners or sector focus, internship/placement linkages.	
9.	Outcome / KPI Targets:	Suggested targets (enrolment, placement rate, salary levels, number of new trades, etc.).	
10.	Technology & Innovation:	Role of global partnerships, technology upgrades, research, or Centre of Excellence concepts (if any).	
11.	Funding Mechanism & Payment:	Views on payment tie-ups (milestones, performance-based funding), use of salary-linked incentives, etc.	
12.	Other Input:	Any other suggestions or innovations relevant to the project.	

Use additional sheets if necessary. Please organize responses in the above table format for clarity.

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Annexure VI: Details of ITI Hub-and-Spoke Cluster

(Hub: Govt. ITI, Sector 28 C, Chandigarh/Spoke: Govt. ITI for Women, Sector 11 C, Chandigarh)

S. No.	ITI Name (Hub/Spoke)	State/UT	Land Available (acres)	Number of Trades Offered	Total Student Capacity	Indicative Focus Sectors
1	<u>Govt. ITI, Sector 28 C, Chandigarh (Hub)</u>	Chandigarh	12.0 approx.	25 (CTS)	932	Advanced Manufacturing; EV; ICT
2	<u>Govt. ITI for Women, Sector 11 C, Chandigarh (Spoke 1)</u>	Chandigarh	5.0	11(CTS)	516	Automotive Components; Welding Electronics; Electrical IT/Software Services; Plumbing, GEO, Drone, Solar, Maintenance Trades

Note: CTS = Craftsmen Training Scheme (long-term trades); The above cluster has one Hub ITI and one Spoke ITI.

Annexure VII: Brief Description and Terms of Reference

Objectives of the Scheme:

- **Scheme Goal:** Transform 1,000 Government ITIs into aspirational, industry-aligned institutes by 2030, with robust training programs, infrastructure and placement outcomes.
- **Cluster Model:** Each selected cluster will include one *Hub ITI* and *Spoke ITIs*.
- **Industry Partnership:** The implementation will be *industry-led*. A credible Anchor Industry Partner (AIP) will spearhead the cluster, through SPV registered under the relevant law (preferably a Section 8 Company). The SPV will be jointly owned (AIP – 51%; Central Govt – 24.5%; State Govt – 24.5%). The SPV will hold a license from the State Government to operate and manage the ITI cluster.

Key Responsibilities of the Anchor Industry Partner (AIP) and SPV:

1. **Strategic Planning & Governance:** Lead the preparation of a five-year *Strategic Investment Plan (SIP)* for the cluster, detailing infrastructure upgrades, new courses, staffing and outcomes targets. Serve on the SPV Board along with government nominees. Participate in governance committees (Curriculum, Infrastructure, Placement, etc.).
2. **Infrastructure Upgradation:** Design and implement the upgradation of physical infrastructure (classrooms, labs, workshops, hostels, IT networks, etc.) at the Hub and Spoke ITIs. Procure and install modern equipment, tools and simulators aligned to industry needs in focus sectors.
3. **Curriculum Design & Training:** Collaborate with DGT and industry experts to co-develop and update curricula, ensuring alignment with NSQF and National Occupational Standards. Introduce new trades in emerging sectors (e.g. EV, renewable energy, AI/ML, advanced manufacturing). Implement competency-based training methodologies, modular courses, and blended learning (classroom + hands-on). Facilitate industry internships and on-the-job training for trainees.
4. **Faculty and Staff Development:** Work with existing ITI instructors to enhance their skills (through industry immersion, training-of-trainers programs, etc.). Recruit additional trainers or subject-matter experts as needed, potentially from industry. Support faculty with pedagogical training and modern teaching aids.
5. **Financial Co-investment:** Provide co-funding as required under the scheme (minimum 17% of project cost, for operational and capital expenses beyond government share). Participate in revenue-generation initiatives (e.g. paid short courses, testing/consultancy services, usage fees for training facilities).
6. **Operational Management:** Take responsibility (through the SPV) for day-to-day management and operations of the Hub-and-Spoke cluster. This includes managing finances (budgeting, accounts), procurement, maintenance of assets, and hiring contractual staff if needed (while DGT/state continue funding government staff salaries). Implement efficient processes and ICT systems for administration (e.g. student management, accounting, learning management systems).
7. **Placement and Industry Linkages:** Leverage industry networks to arrange campus placements, apprenticeships and internships for ITI graduates. Organize job fairs, industry visits and employer engagement events. Facilitate the setting up of an Apprenticeship cell and career counselling in the ITIs.
8. **Quality and Standards:** Ensure training adheres to regulatory standards (NCVET, NSQF). Pursue accreditation or quality certifications for the ITIs. Implement an ongoing monitoring and evaluation

framework with KPIs (enrolment rates, pass rates, placement percentages, etc.) as per guidelines. Report regularly to the State and Central Governments.

9. **Innovation and Long-term Sustainability:** Introduce innovations such as incubators or entrepreneurial cells for trainees. Explore new education delivery models (e.g. online labs, virtual reality training). Plan for financial sustainability of the ITIs beyond the project period (through new income streams, alumni networks, industry sponsorships, etc.).

Anchor Industry Partner (AIP) Role:

- The AIP provides strategic vision, investment, and leadership. It is expected to have significant industry expertise in the cluster's focus sectors. The AIP will chair the SPV board and nominate members to the board. It will commit resources (funding and expertise) as per the SIP and shareholders' agreement. The AIP is expected to commit to a multi-year partnership (minimum 5 years) and help secure additional industry involvement, possibly including global technical partnerships.

Within the overall scheme, approximately ₹56,900 crore is allocated for upgrading the 1,000 ITIs (Component I of the scheme). The table below breaks this out between Hub ITIs and Spoke ITIs, along with the share of each funding source:

Component	Total Cost	5-Year	Central	State	Industry
Upgradation of 200 Hub ITIs (including new courses/content development)	₹20,220 crore	₹10,420 crore	₹6,100 crore	₹3,700 crore	
Upgradation of 800 Spoke ITIs (including new courses/content development)	₹36,680 crore	₹16,880 crore	₹13,900 crore	₹5,900 crore	
Subtotal – ITI Upgradation (Comp. I)	₹56,900 crore	₹27,300 crore	₹20,000 crore	₹9,600 crore	

I. Scope of Work

Selected partners are expected to bring strategic leadership, co-investment, technical know-how and long-term commitment (5 years) toward upgrading ITIs for vocational education. The responsibilities and activities expected from the Anchor Industry Partner include, but are not limited to:

A. Governance and Strategic Leadership

- Participation as a member of the **SPV**

- Prepare the **Strategic Investment Plan (SIP)**, including HR structure and training roadmap, infrastructure development blueprint, and annual work plans.
- Serve on sub-committees (e.g., Curriculum, Infrastructure, Placement) as required.

B. Financial Contribution and Revenue Models

- Contribution of a minimum of 17% of the infrastructure cost) for the upgradation of Hub-and-Spoke ITI cluster.
- Contribution towards training programs, innovation labs or incubation centres.
- Participation in revenue generation models, including:
 - Paid training and consulting services
 - Use of shared infrastructure/labs for upskilling
 - Industry-paid assessment, certifications, or micro-credentials

C. Co-Design and Delivery of Training

- Co-develop long-term and short-term training programs based on:
 - Industry-aligned curriculum
 - NSQF/QP-NOS frameworks
 - Modular, blended and job-linked formats
- Integrate on-the-job training (OJT), apprenticeships alignment with local demand for jobs.

D. Infrastructure Design and Lab Setup

- Advise and Execute in developing:
 - Sector-specific labs, tools, simulators, digital classrooms
 - Workshop design and layout plans
 - Lab upgradation roadmap
- Provide access to industry training facilities for practical exposure, assessment, and internships.

E. Human Resource and Faculty Development

Collaborate with DGT and NSTI to design and deliver Training of Trainers (ToT) programs (pre-service and in-service)

- Faculty immersion/sabbatical in industry
- Pedagogy enhancement sessions

F. Employment, Placement, and Incubation Support

Facilitate in Employment and Placement through:

- Job placements for ITIs graduates

- Internships and apprenticeships with participating companies

G. Outreach and Branding

- Inclusive design- Open and accessible to all demographics, including women, rural youth, PwDs and underserved groups.
- Co-create branding and outreach strategies for the ITIs , including:
 - Participation in skill fairs and summits
 - Job/Placement Fairs,
 - Employer and youth engagement campaigns
 - Branding of labs or training programmes

H. Institutional Sustainability and Long-Term Engagement

- Commit to multi-year partnership (minimum 5 years) with annual review mechanisms.
- Participate in resource mobilization, capacity building and long-term planning for sustainability of the model

I. Government Support

DGT under MSDE and state government will provide:

- A maximum of 83% of the expenditure shall be borne by the Government.
- Policy and administrative support through DGT and state government, including, leveraging the infrastructure, managerial support, teacher and training resources on mutually defined terms and conditions.
- Handholding for regulatory approvals and curriculum alignment.
- Autonomy provided to the SPV for running ITI as per the scheme guidelines

**Annexure VIII: Indicative Particulars for Selection of an Anchor Industry
Partner at the RFP Stage**

The information provided in this Annexure IX is indicative in nature and may be modified, revised, or deleted by the Authority at its sole discretion at any time. It is shared solely for informational purposes and shall not be construed as binding or final in any manner. Interested Parties are invited to provide their inputs and suggestions, if any, that may be relevant to the structuring of the Project and the determination of related specifications, including key or focus areas.

I. Part A: Technical Qualification Criteria (Technical Capacity)

The evaluation of the technical bid submitted by the Bidder in the RFP stage shall consist of three parts (i) Minimum Eligibility Criteria, (ii) Technical Experience and (iii) Evaluation of the Strategic Investment Plan. The bidder shall be evaluated against a total of 100 marks, wherein the Technical Experience (ii) and Strategic Investment Plan (iii) shall have a weightage (indicative-50% respectively) or as may be decided by State Government towards calculation of the Technical Marks for each Bidder.

(i) Minimum Eligibility Criteria

The minimum eligibility criteria or the pre-qualification criteria shall be as follows:

S.N.	Qualification Criteria	Sub-Criteria	Supporting Compliance document
1.	Eligibility	The bidder should be a valid entity under the applicable Indian laws.	Incorporation documents of the Bidder.
		The bidder should not be blacklisted by any Central Govt. / State Govt. / PSU/ Govt. of India. Bodies as on date of EoI Due Date	Undertaking signed by the Authorized signatory of the bidder (issued on the letterhead of the firm).
2.	Technical Capacity	The bidder should have at least 1000 employees on its payroll as on EoI Due Date.	EPF returns/ ESIC returns/ Labor License/ CA certificate/other statutory document
3.	Financial Capacity	The bidder should have a minimum average annual Turnover equal to or greater than INR 2000	A certificate issued by a statutory auditor/chartered accountant (with valid

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	<p>Cr. in the last 3 (three) financial years preceding the EoI Due Date.</p> <p>The bidder should have a positive net worth as on the financial year preceding the Bid Due Date</p>	UDIN) confirming the average annual turnover of the Interested Party during the stated Financial Years. must be submitted.
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(ii) Technical Experience:

The indicative technical qualification criteria for the RFP stage is as follows:

S. No.	Criteria	Requirements	Supporting Documents					
1	CSR in Skillin g/ Educat ion	<p>Demonstrated CSR investment in skilling, vocational training, or education in the past 3 years preceding the bid due date.</p> <table border="1" data-bbox="535 629 1111 762"> <thead> <tr> <th>S.N o</th><th>Type of Projec t</th><th>Partne r Org.</th><th>Funds grante d</th><th>Achieveme nt</th></tr> </thead> </table> <p>Add rows as per the need</p>	S.N o	Type of Projec t	Partne r Org.	Funds grante d	Achieveme nt	CSR reports/ project briefs, CSR Forms/ Partnership Agreements/CA Certificate.
S.N o	Type of Projec t	Partne r Org.	Funds grante d	Achieveme nt				
2	Particip ation in governme nt programm es	Experience in collaboration with government through initiatives like, NAPS, PLI or any other government programmes.	<p>Client Certificate/ Work orders/ MoUs/other relevant document. The documents should clearly indicate the following information:</p> <ol style="list-style-type: none"> 1. Name of the scheme; 2. area of operations (training targets/ curriculum designing/ O&M of training institutions/ Setting up labs or any other operations); 3. methodology adopted for implementation of the scheme (including any innovative strategies); 4. intellectual property generated, if any; and 5. other relevant information. 					
3.	Absorp tion & Retent ion of	Demonstrated ability to absorb trainees through internships, on-job training, apprenticeship, or lateral	L&D Reports/ Case Studies					

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	trainees	hiring. Absorption of ITI trainees (Indicate if any ITI trainees have been hired as full-time employees- Number of Students / Average Salary Range / Level or Grade hired in / Their average retention)	Pay slips/Reports/etc.
		Average post-training retention rate of 6-12 months	Pay slips/Reports/etc.
4	Existing Resources (Human Resource)	Adequate qualified technical and managerial team for implementation	Number of technical experts that will engage in scheme implementation along with a minimum 10 years of technical expertise relevant to the sector
5	Academic & International Linkages	Collaboration with academia (e.g., IITs, Polytechnics, Global TVET institutions, Sector Skill Councils, or international certification bodies). Indicate in table form 1. Number of partnerships 2. Scope of partnership forged 3. Achievement till date Any other relevant information, if any.	Letters of Collaboration / MoUs / Joint Projects
6	Outreach Initiatives	Outreach programmes such as participation in job fairs/ employment conclaves/ placement tie-ups with skilling institutions	Previous Event Reports, Media Snippets, Testimonials

*The states may decide on the Marking Scheme for each sub criteria under technical experience

(iii) Evaluation of the Strategic Investment Plan **

The bidder will be required to submit an Cluster-wise SIP, along with a proposed annual operational plan (for first year) and co-funding plan, aimed at achieving the objectives and targets of Upgradation of ITIs under PM-SETU scheme.

The SIP shall be evaluated on the parameters as detailed below:

S. No.	Criteria	Expected collaboration	Weightage
1	Operational Plan and Strategy		25%
1.1	Infrastructure and	Plan for sector-specific labs, digital tools, simulators, and	

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S. No.	Criteria	Expected collaboration	Weightage
	Facility Management	access to company facilities. Also ensuring accessibility, and relevance to the new age skills	
1.2	Revenue Model & Innovation	Proposed revenue streams through training, consulting, assessments, shared infrastructure, prototyping, incubation, production, placements, etc.	
1.3	Operational Resource Support	Proposed commitment in operational support in terms of Experts, know-how etc	
2	Training & Industry Integration		25%
2.1	Curriculum Co-design	Details on the no. of courses to be upgraded Proposal for curriculum innovation, structure and alignment with future skill needs. Proposal for new long terms and short terms courses to be proposed	
2.2	Curriculum Delivery	Proposal for delivery of curriculum (what is the proposed approach for training- target year wise- eligibility criteria and other relevant details)	
2.3	Infrastructure & Lab Setup	Plan for sector-specific labs, digital tools, simulators, and access to company facilities. Also ensuring accessibility, and relevance to the new age skills	
2.4	Capacity of the cluster	Provide a broad understanding of the capacity/potential to absorb trained candidates in other companies to ensure that candidates are employable in any company with right skills.	
3	Employment Outcomes		20%
3.1	Employment Potential over baseline	Plan for Increase in placements, apprenticeships of ITI trainees and Plan for Increase in salary growth of trainees	
3.2	Overseas Mobility Opportunities envisaged	Plan for Overseas Mobility of trainees	
3.3	Outreach & Inclusion Strategy	Plan for Inclusion of women, PwDs, rural youth	
3.4	Employment & Placement Strategy	Job placement roadmap, apprenticeship/OJT model, absorption capacity within firm and partners.	
4	Governance Plan		25%
4.1	Plan for governance	Provide a brief on clarity, depth and feasibility in Participation in SPV, contribution to Strategic Investment Plan (SIP), HR roadmap, infrastructure planning, sub-committee roles	
4.2	Human Resource & Faculty Development	Provide an approach and relevance of subject matter experts and proposed HR strategy in continued operations of the Hub-and-Spoke ITI Cluster. Proposal to build capacity building of existing trainers. Proposed SPV CEO and Managers	
4.3	Sustainability & Long-Term Engagement	Duration of proposed partnership (min. 5 years), provide a sustainability roadmap	
4.4	Legal & Institutional Readiness	Institutional readiness (MoUs, legal framework) and clarity of consortium roles (if any) with defined roles and responsibilities	
4.5	Skill Demand Assessment	Plan for assessing the short, medium and long-term workforce demand (To enable lifelong learning process) by	

S. No.	Criteria	Expected collaboration	Weightage
		the industry	
5	Other Relevant Areas		5%
5.1	Excellence model	Initiatives to elevate the ITI brand and future-ready institute	
5.2	Others	Any unique features, models, or ideas proposed that go beyond ToR — e.g., international linkages, SDG alignment, R&D hubs	

**In the event of any discrepancy between the guidelines and EOI/RFP, the provisions of the EOI shall prevail.

II. Part B: Financial Qualification Criteria (Financial Capacity)

A. Financial Capacity: The Bidder shall mandatorily commit a minimum financial contribution of 17% of the total project outlay over a five-year period

- The contributions of the Interested Party/industry partner shall be determined as per the Strategic Investment Plan submitted as part of the Financial Bid.

B. Fund Flow:

- Each SPV shall open an Escrow Account in a Scheduled Commercial Bank. The contributions made by the Interested Party/industry partner shall be deposited directly into Escrow Account. Any funds from the Central Government and State Government shall be released to Escrow Accounts as per extant rules.

ii. Determination of Estimated Project Cost

The Draft Scheme Guidelines (attached hereto as Annexure X) provide a broad indicative financial outlay for the upgradation of ITIs under Component I. These figures, detailed in Annexure VII, serve as a reference benchmark for prospective bidders and shall not be construed as final in any regard. **These estimates are provided only for information purposes and the assessment of the actual costs for upgradation of each ITI cluster must be assessed and proposed by the Interested Party (Industry Partner) at the time of submitting their Strategic Investment Plan (SIP) in response to the Request for Proposal (RFP).**

This approach is designed to encourage competitive and realistic planning by the industry partners, allowing them to base their cost estimates on actual ground conditions and institutional requirements. It promotes customization by enabling each partner to assess and propose investments tailored to the specific needs of the ITIs, including infrastructure gaps, trade specialization, regional skilling demands, and student demographics. This flexibility ensures cost-efficiency and

value-for-money by giving bidders the autonomy to optimize resource allocation across key components such as civil infrastructure, equipment and technology, classroom and laboratory setup, course development, faculty recruitment and training, residential facilities, and long-term maintenance and operations.

The Interested Party, at the time of submission, is expected to undertake a detailed due diligence exercise to accurately determine the actual cost of upgradation for the ITIs. This includes conducting site visits, assessing existing infrastructure, identifying trade-specific requirements, and evaluating regional skill demand and trainee potential. An accurate and realistic estimation is therefore critical, as any overestimation may lead to underutilization of funds, while underestimation could hamper implementation progress and delay milestone-based fund releases, ultimately affecting the overall viability and impact of the project.

iii. Approval of SIP and AOP

a) Submission and Approval of SIP

Subject to approval of the SIP from the National Steering Committee, the cost proposal submitted as part of the SIP will form the basis for the overall cost-sharing arrangement between the Government and the Industry Partner, as well as for scheduling fund disbursements and monitoring performance outcome. The Bidder shall be obligated to incorporate all the observations received from the NSC.

Upon approval of SIP, SPV will submit an Annual Operational Plan (AOP) for the first year of operations. Thereafter, SPV will submit an Annual Operational Plan (AOP) for every year of the scheme period, in alignment with the approved Strategic Investment Plan (SIP).

b) Annual Operational Plan (AOP)

The SPV is required to prepare and submit an Annual Operational Plan (AOP) for every year of the scheme period, in alignment with the approved Strategic Investment Plan (SIP). The AOP will serve as a detailed planning and accountability tool, outlining the annual priorities, physical and financial targets, implementation timelines, procurement schedules, human resource requirements, and budget estimates. It should also include course offerings, infrastructure development activities, and initiatives for industry collaboration, placement, and training of trainers. Except for the AOP of the first year, all subsequent AOPs must also include a comprehensive report on

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the performance against the targets set in the previous year's AOP. It should highlight the extent of achievement of planned activities, utilization of funds, key milestones met, challenges faced, corrective actions taken, and any deviations from the original plan.

The submission of each AOP, along with its performance report, is a prerequisite for approval by the National Steering Committee (NSC) and for the release of funds under the scheme.

The financial plan should provide breakdown of the projected expenditures aligned with the implementation roadmap set out in the Strategic Investment Plan (SIP). It should outline both capital and operational costs, including allocations for civil infrastructure, equipment procurement, faculty recruitment, training programs, administrative expenses, and student support services. Importantly, the financial plan must be directly linked to measurable Key Performance Indicators (KPIs). Each budgeted activity should correspond to defined outputs or milestones—such as completion of civil works, number of instructors trained, courses launched, or percentage of enrolled trainees—and the financial weight of each component should reflect its share in the overall project cost. This alignment ensures that fund utilization is monitored against actual progress, thereby enabling performance-based fund disbursement and enhancing accountability.

The plan should also indicate the committed industry contribution and the corresponding government share, including timelines for release and utilization, ensuring transparent and outcome-driven financial management.

iv. Cost sharing and utilization of Funds

Refer guidelines at Annexure X

C. Contents of Financial Bid/Proposal

- i. During the RFP stage, the financial bid shall consist of the amount offered to be funded by the bidder as a part of financial/capital outlay under SIP to be infused/expended with a mandatory minimum financial contribution. The bidder, as part of his financial bid, shall be required to quote any additional amount (over and above 17%) year-wise contribution to (over a period of 5 years) to be funded by him as a part of financial outlay under SIP.

D. Disbursement of Funds

Refer guidelines at Annexure X

III. Part D: Evaluation and Scoring Mechanism

- The Authority shall select the bidder through Quality cum Cost Based Selection (QCBS) process. Based on the evaluation of Qualified Bidders in terms herein, the following three scores shall be determined:

a) Technical Marks ('X')

The Technical Marks of a bidder shall be determined as per Part A of this Annexure IX against a total of 100 marks. A bidder shall be required to score a minimum of 60 marks to be eligible for opening /evaluation of its Financial Bid.

The Technical Marks shall have a weightage of 50% in the overall evaluation.

b) Overall commitment per unit technical marks ('Y')

The cost per unit Technical Marks shall be calculated as follows:

- Cost per unit technical Marks (A) = Financial Bid ÷ Xt
- $Y_t = (A_{\min} \div A) \times 100$

The Overall commitment per unit technical marks shall have a weightage of 30% in the overall evaluation.

c) Score on Financial Bid ('Z')

The Financial Bid of the Bidder shall be evaluated against a total of 100 marks which shall be calculated as below:

$$Z_t = (F \div F_{\max}) \times 100$$

Where,

$$F = NPV_{\text{capex}} + NPV_{\text{OpEx}} =$$

The Net Present Value (NPV) of the CapEx and OpEX quoted by the bidder shall be calculated individually; wherein,

$$NPV_{\text{capex}} =$$

$$NPV = \frac{C1}{(1.12)^1} + \frac{C2}{(1.12)^2} + \frac{C3}{(1.12)^3} + \frac{C4}{(1.12)^4} + \frac{C5}{(1.12)^5}$$

Where $C1 - C5$ are the costs quoted by the Bidder for CapEx for year 1-5 as per the table above.³

$$NPV_{\text{OpEx}} =$$

³ While formulating the financial bid, the Bidder shall submit year-wise quote for its financial proposal.

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$$NPV = \frac{C1}{(1.12)^1} + \frac{C2}{(1.12)^2} + \frac{C3}{(1.12)^3} + \frac{C4}{(1.12)^4} + \frac{C5}{(1.12)^5}$$

Where $C1 - C5$ are the costs quoted by the Bidder for OpEx for year 1-5 as per the table above.⁴

The NPV shall be computed using a discounted rate⁵ as per the applicable laws.

Financial Bid score shall have a weightage of 20% in the overall evaluation.

d) Aggregate Score of the Bidder

The aggregate final score shall be computed on a weighted average basis using the following formula:

$$\text{Aggregate Score (Sn)} = [Xt \times 0.5] + [Yt \times 0.3] + [Zt \times 0.2]$$

Where:

Sn = Aggregate Score

- The Bidder who scores the highest aggregate marks shall be the Selected Bidder. Project will be awarded the Selected Bidder.

IV. Part E: Indicative Activity Milestone and KPIs

Year	Key Performance Indicator (KPI)
Year 1	SIP approved by NSC, SPV constituted, and Governing Board notified
	Commencement of Infrastructure Works as per SIP
	Increment in seating capacity
	Introduction of short-term courses
	ITI instructors trained
	Upgraded/New Industry-aligned long-term courses
Year 2	75% of Y1 funds utilized and Y2 AOP submitted & approved
	New Courses launched
	Trainee pass percentage (as per SIP)
	Trainee enrollment (Increment) as per SIP
	Any spillover KPI's from Year 1 have been achieved, as applicable.
	ITI instructors trained
	Placement of trainees (as per SIP)
Year 3	Upgraded/New Industry-aligned long-term courses
	75% of Y2 funds utilized; Y3 AOP approved
	Completion of Infrastructure related works

⁴ While formulating the financial bid, the Bidder shall submit year-wise quote for its financial proposal.

⁵ The discounting rate utilised for the purposes of calculation of NPV shall as per the current RBI repo rate.

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	Any spill-over KPI's from Year 2 have been achieved, as applicable.
	ITI instructors trained
	Trainee pass percentage
	Sustainability strategy developed and implementation started
Year 4	50% released upon \geq 75% utilization of Year 3 funds
	Year 4 AOP approved \geq 80% of Year 3 KPI targets
	Increment in trainee enrollment (and Female enrollment) as per SIP
	ITI instructors trained
	Trainee pass percentage
Year 5	50% released upon \geq 75% utilization of Year 4 funds
	Year 5 AOP approved \geq 80% of Year 4 KPI targets
	Trainee enrollment in CoE
	ITI instructors trained
	Trainee pass percentage (minimum 90% of the target)

Table for Key Performance Indicator (KPI)

Key Area	Performance Indicator	Target / Threshold
Institutional & Governance Reforms	Adoption of Industry-led SPV model at HSICs	100% of approved clusters
	Pathways for sustainable industry participation (production centres, OJT tie-ups, design partnerships, continuity of AIP)	Composite index (baseline + YoY improvement)
Capacity Increment & Trainee Performance	Increase in CTS enrolment	95%
	Pass percentage	90%
	Increase in short-term course output	50% growth as per baseline
Placement Outcomes	Placement rate of CTS trainees	>75%
	Average salary of placed trainees	Increment of 50% over baseline
Gender & Inclusivity	Share of women, PwD, SC/ST, rural & tribal groups in enrolment	50% increment over baseline
	Female trainee placement rate	>75%
Curriculum & Training Quality (incl. Green Practices)	Courses upgraded as per industry requirements	10 per Hub ITI and 08 per Spoke ITI
	New CTS courses introduced	4 per Hub ITI and 2 per Spoke ITI
	New short-term courses introduced	10 per Hub-and-Spoke ITI cluster
	Industry validation of learning outcomes	Positive feedback index
Faculty & HR Development	Trainer recruitment (vacancy reduction)	Below 10% vacancy
	% of trainers upskilled (incl. green practices)	>95%
Infrastructure & Facilities	ITI hub & spoke upgradation	1,000 ITIs
Systemic Capacity Building	Number of trainers trained	50,000 across ITIs and NSTIs
Sustainability	Revenue from non-govt. sources (industry, CSR, production centres, trainings)	≥30%
Monitoring & Reporting	Annual consolidated report at HSIC level	100% of onboarded cluster reporting

**Strategic Investment Plan (SIP)
for Industrial Training Institutes**

Details of Hub-Spoke ITI Clusters	
Contact Name, Title, Tel, Email of bidder/Industries	AIP or AIP lead consortium

#	Section
1.	Introduction
2.	Financial Details: Budget Overview, Sources, and Application of Funds
3.	Vision, Mission, and Strategic Objectives
4.	New and Revised Courses Proposed Based on Demand and Gap Analysis <ul style="list-style-type: none"> - Long-term (CTS, Diploma), - Industry-certified programs - Other demand-driven and innovative programs
5.	Proposed Industry and Employer Linkages
6.	Innovation Proposed in Training Program, and Pedagogy
7.	Capacity Building Plan for ITI Leadership and Instructors
8.	Infrastructure Modernization and Development Plan (including digital infrastructure)
9.	Gender Equity and Social Inclusion Strategy
10.	Monitoring, Evaluation, and Performance Measurement Framework
11.	Governance Structure and Management Framework
12.	Strategy for Financial Sustainability and Scalable impact
13.	Stakeholder consultation, Engagement and Communications strategy
14.	Risk Identification, Assessment, and Mitigation Plan
15.	Template 1: Baseline Characteristics of Hub and Spoke it is
16.	Template 2: Budget allocation of the last three financial years
17.	Template 3: Five-Year Strategic Investment Plan and Budget for ITI Consortium
18.	Template 4: Performance Indicators for Measuring Success
19.	Template 5: Implementation Gannt Chart

Instructions for the Preparation of the Strategic Investment Plan (SIP) (Part -1)

- Overall Guidance Note** (*to be read in conjunction with the Scheme Document; this section is for preparatory guidance only and may be deleted during final SIP submission.*)
- In **alignment** with the National Scheme for ITI Upgradation, each State and Union Territory (UT) shall facilitate the establishment of the Industrial Training Institute (ITI) Hub and Spoke Cluster. When submitting recommended SIPs of Hub and Spoke ITI Cluster to MSDE, states

are required to attach commitment letters to fulfill the state's obligation of staffing, Scheme funding, and implementation of regulatory reforms, as specified in the scheme document.

3. Each Anchor Industry Partner (AIP) shall prepare a **Five-Year Strategic Investment Plan (2025–2030)** articulating a clear vision, strategic priorities, and investment roadmap to transform the quality and relevance of ITI training delivery which shows alignment with the overall purpose of the scheme to increase employability of graduates of ITIs. SIP shall be evidence-driven, rooted in local economic analysis, and developed through **multi- stakeholder consultation** involving industry, ITI instructors, students, academia, etc. SIP should be based on local job market studies, analysis of industry value chains, and discussions with experts from different sectors.
4. AIPs/SPVs are encouraged to align their investment plans with identified **priority sectors**, including but not limited to advanced and smart manufacturing, heavy engineering, automotive, textiles and garments, construction, process industries, electrical, electronics and telecommunications, food processing, building interiors, and consumer durables.
5. The SIP must demonstrate innovation in training design and delivery, with an emphasis on technology integration, blended learning, and modular curriculum aligned to existing and emerging job roles. The aim is to enhance the scale, quality, and labor market outcomes of graduates from the ITI ecosystem.
6. The total investment for Hub ITI and each Spoke ITI shall not exceed Rs 80 Crore and for Rs 40 Crore respectively, inclusive of all capital and operational components. Within this overall financial ceiling, expenditure on civil infrastructure shall not exceed 20% of the total approved budget. SPV shall ensure optimal allocation between physical infrastructure, digital capabilities, faculty development, and program innovation.
7. The SIP is a strategic document focusing on demand-driven and industry-aligned courses, industry linkages, innovative approaches to program design and delivery, staff training, infrastructure development, gender and inclusion strategies, monitoring and evaluation systems, governance and management frameworks, financial and institutional sustainability. A comprehensive stakeholder engagement and communications plan may also be developed and included in the SIP budget. Each section of the SIP should describe the action, articulate expected outcomes, responsible entities, timelines, and budget requirements.
8. SIPs will be operationalized through Annual Operation Plan (AOP) which will include Annual Work and Budget Plans (AWBP). This Annual Operation Plan (AOP) will be submitted to SSC for approval before the start of the financial year. SIPs could be amended as needed by the SPVs. However, amendments with financial implications and impacting on the mandatory KPIs will need to be approved by the State Steering Committee and the National Steering Committee.

Annexure IX: Draft Guidelines

(Enclosed as PDF)