

RFP for Selection of Lead Industry Partner-NSTI Bhubaneswar

Government of India

Ministry of Skill Development and Entrepreneurship

Directorate General of Training,

Request for Proposal (RFP)

For

Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute and Setting up of National Centre of Excellence (NCoE) located at Bhubaneswar under Component II of the Pradhan Mantri Skilling and Employability Transformation through Upgraded ITIs (PM-SETU)

RFP Ref. No.: P-S/17/2026-RDSDEB /02

Date of Issue: 10.08.2026

Issuing Authority

Regional Director

Regional Directorate of Skill Development & Entrepreneurship (RDSDE), Odisha

NSIC Building (Dharmapada Bhawan), 5th Floor, IDCO Plot No. 06,

Mancheswar Industrial Estate, Bhubaneswar -751010, Odisha

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Disclaimer

The information contained in this RFP or subsequently provided by or on behalf of the Authority, is provided to Bidders on the terms set out herein. This RFP is not an agreement, offer, or invitation to contract, but is issued solely to assist Bidders in preparing their Proposals.

The information, including assumptions and assessments, may not be complete or accurate. Bidders are advised to independently verify all information and obtain appropriate professional advice. The Authority makes no representation or warranty regarding the accuracy, adequacy, or completeness of the information provided.

The Authority shall not be liable for any loss, damage, or expense arising from reliance on this RFP or participation in the bidding process. The Authority may amend or supplement this RFP at any time without obligation.

Issuance of this RFP does not obligate the Authority to select any Bidder, and the Authority reserves the right to reject any or all Bids without assigning reasons.

All costs associated with preparation and submission of Bids shall be borne by the Bidders, and the Authority shall not be liable for the same.

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Section 1: Letter of Invitation

To,

Prospective Bidders

Subject: RFP for Selection of Lead Industry Partner (LIP) for NSTI - Bhubaneswar under PM-SETU (Component II)

Sir/Madam,

1. Regional Directorate of Skill Development & Entrepreneurship, Odisha, Government of India invites proposals for Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute, Bhubaneswar and Setting up of National Centre of Excellence (NCoE) located at Bhubaneswar under Component II of the Pradhan Mantri Skilling and Employability Transformation through Upgraded ITIs (PM-SETU)
2. Bidders shall meet the eligibility and qualification criteria specified in this RFP. Key details are as follows:

Project Name	Selection of Lead Industry Partner (LIP) for NSTI Bhubaneswar under PM-SETU (Component II)
Method of Selection	Quality and Cost Based Selection (QCBS)
Bid Processing Fee	Nil
Bid Security / Earnest Money Deposit (EMD)	Nil, Bid Security Declaration shall be submitted
Performance Security	The Performance Security shall be equivalent to 3% of the annual industry contribution as specified in the approved Strategic Investment Plan (SIP) / Annual Operational Plan (AOP), and shall be renewed annually for a proportionate amount.
Duration of Agreement	Agreement shall be valid for an initial period of five (5) years from the date of IMC registration, unless terminated earlier as per its provisions, and may be extended based on mutual consent and satisfactory performance
Release date of RFP	10.08.2026
Last date for receiving Queries / requests for clarification	19.08.2026 (For any clarification regarding this tender, bidders may communicate via email at rdsde-odi-msde@gov.in or submit their queries through the Central Public Procurement (CPP) Portal)
Pre-Proposal meeting date, time and place	20.08.2026, 3:30PM at RDSDE Odisha
Mode of submission	Online on CPPP: https://eprocure.gov.in/eprocure/app
Last date of submission of Proposal	07.09.2026

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Opening of Technical Proposal date and time	08.09.2026, 3:30 PM
Opening of Financial Proposal	To be intimated later only to shortlisted bidders.

3. Consortium (maximum 3 members) is permitted. The Lead Member shall submit the bid and be responsible for representation and performance. A Consortium Agreement shall be submitted in prescribed formats.
4. The RFP includes the following documents:

Section 1 – Letter of Invitation

Section 2 - Instructions to Bidders

Section 3 - Eligibility Qualification and Evaluation Criteria

Section 4 – Terms of Reference (ToR) and Key Performance Indicators (KPIs)

Section 5 – Strategic Investment Plan (SIP) Preparation Guidelines

Section 6 – Bid Submission Forms (Technical and Financial)

Section 7 –Annexures

Section 8 –Appendix

Yours Sincerely,

Regional Director

Regional Directorate of Skill Development & Entrepreneurship, Odisha

DGT, MSDE, Government of India

Section 2 – Instructions to Bidders (ITB)

This section provides instructions for preparation, submission, and evaluation of bids, and for selection methodology.

A. General

1) Introduction

- a) The Regional Director , Regional Directorate of Skill Development & Entrepreneurship (RDSDE), Odisha, Government of India (the “Authority”), invites proposals for selection of a Lead Industry Partner (LIP) for capacity augmentation, upgradation, operation, and management of the National Skill Training Institute (NSTI) , Bhubaneswar and for establishment of a National Centre of Excellence (NCoE) at Bhubaneswar, under Component II of PM-SETU.
- b) Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM-SETU) is a Centrally Sponsored Scheme announced in Budget 2024–25 and 2025–26 with a total outlay of ₹60,000 crore (Central: ₹30,000 crore, State: ₹20,000 crore, Industry: ₹10,000 crore), with 50% of the Central share co-financed equally by the Asian Development Bank and the World Bank. The scheme has two components: **Component I**, which focuses on upgradation of 1,000 Government ITIs in a hub-and-spoke model with industry-aligned trades, and **Component II**, which aims at capacity augmentation of five National Skill Training Institutes (NSTIs), including the establishment of National Centres of Excellence (NCOEs) for skilling
- c) NSTI Bhubaneswar, under the Directorate General of Training (DGT), Ministry of Skill Development & Entrepreneurship, is a premier institution for vocational education and instructor training. Established in 1982 as a Model ITI at Choudwar (Cuttack), it was upgraded to an Advanced Training Institute (ATI), Bhubaneswar in 2014–15 and subsequently re-designated as NSTI Bhubaneswar in 2018–19, thereby expanding its mandate to advanced skill development and trainer capacity building. The institute operates across multiple campuses, including Bhubaneswar and Choudwar. Additionally, a new NSTI Plus campus is being developed at Jatni (7.8 acres), Dist.-Khordha, which is expected to significantly enhance infrastructure through modern academic facilities, workshops, hostels and residential amenities.
- d) The institute offers training under the Craft Instructor Training Scheme (CITS) with a total capacity of 225 seats in trades such as Electrician, Fitter, Welder, Computer Software Applications (CSA), and Electronics Mechanic (EM) and under the Craftsmen Training Scheme (CTS) with a total capacity of 68 seats in trades including Artificial Intelligence Programming Assistant (AIPA), Solar Technician (Electrical), and Drone Technician. The present RFP seeks to select a Lead Industry Partner (LIP) for the capacity augmentation of NSTI Bhubaneswar, with the objective of transforming it into a world-class institution for advanced vocational training and instructor development. The initiative aims to strengthen industry alignment, upgrade infrastructure, enhance training delivery, and build institutional capacity, while improving employability outcomes through robust industry partnerships and the integration of modern skill practices.

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- e) The total project cost is estimated at INR 220 crore, of which the Central Government contribution shall be capped at INR 176 crore, comprising INR 160 crore towards capital expenditure (CAPEX) and INR 16 crore towards operational expenditure (OPEX). The selected Bidder/Lead Industry Partner (LIP) shall mandatorily contribute a minimum of 20% of the total project cost (i.e., not less than INR 44 crore), strictly in the form of monetary contribution. Of this, up to INR 40 crore shall be allocated towards CAPEX, and INR 4 crore towards OPEX.
- f) Bidders are encouraged to visit NSTI Bhubaneswar and assess site conditions, infrastructure, utilities, and other relevant factors at their own cost.
- g) Bidders are advised to familiarize themselves with the PM-SETU Scheme Guidelines, Component II, prior to submission of their Proposal, for an understanding of the objectives, scope, implementation framework etc. of the Project.
- h) As part of this RFP, bidders are required to submit a Strategic Investment Plan (SIP), in line with the details provided in the subsequent sections, outlining a comprehensive roadmap for the upgradation of NSTI Bhubaneswar. The selected bidder, designated as the Lead Industry Partner (LIP), shall be responsible for constituting the Institutional Management Committee (IMC) and leading the overall transformation and upgradation of the institute. In this capacity, the LIP through IMC will be entrusted with administrative, financial, and managerial autonomy to effectively plan, implement, and oversee the interventions under the scheme.
- i) The selected LIP shall undertake key responsibilities including strengthening industry linkages, modernizing curriculum and training delivery, enhancing infrastructure, promoting innovation and entrepreneurship, facilitating internships and placements, and ensuring alignment of training outcomes with evolving industry requirements, in accordance with the objectives of the PM-SETU scheme.

2) Eligibility and Qualification Criteria for Bidders

This RFP is open to Bidders meeting the eligibility and qualification criteria specified in Section 3.

B. Preparation of Proposals

2) General Considerations:

The Bidder must prepare their proposal in strict accordance with the requirements outlined in the RFP, subsequent amendment/corrigendum. Failure to include all requested information will be considered a material deficiency and may result in the rejection of the proposal.

3) Bid Security (Earnest Money Deposit - EMD)

a) Submission:

The Bidder shall submit a Bid Security Declaration in the prescribed format in lieu of Earnest Money Deposit (EMD). Bids not accompanied by a duly signed Bid Security Declaration shall be treated as non-responsive and liable for rejection. The declaration must be uploaded on the e-procurement portal along with the bid.

b) Validity:

The Bid Security Declaration shall remain valid for the entire Bid Validity Period, and

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shall continue to be enforceable till submission of the Performance Security by the successful Bidder.

c) Invocation of Bid Security and Other Actions:

The Authority shall be invoked/Executed, and appropriate action including suspension or debarment may be taken against the Bidder, if

- (i) The Bidder engages in corrupt, fraudulent, coercive, collusive, or obstructive practices;
- (ii) The Bidder withdraws, modifies, or amends the Bid during the validity period;
- (iii) The successful Bidder fails to furnish the required Performance Security within 28 days of the LoA;
- (iv) Any material misrepresentation or false statement is detected in the Bid.

4) Cost of Preparation of Proposal:

The Bidder shall bear all costs and expenses related to the preparation, submission, and processing of its Proposal, including any demonstrations, samples, or presentations required. The Authority shall not be responsible for any such costs, regardless of the outcome of the procurement process.

5) Language of Proposals

The Proposal and all related correspondence shall be in English. Supporting documents in other languages shall be accompanied by a self-certified English translation, which shall prevail in case of interpretation.

6) Single Proposal:

A Bidder, including any member of a Consortium, shall submit only one proposal either individually or as a member of a Consortium.

7) Pre-Proposal Meeting and RFP Clarifications:

- a) A pre-proposal meeting may be convened as specified in Section 1. Participation in the meeting is optional for all bidders.
- b) Bidders may submit written queries up to one (1) day prior to the scheduled date of the pre-proposal meeting. All responses to queries, along with any clarifications or amendments, shall be issued through the e-procurement portal and shall be deemed binding on all bidders.
- c) The Authority reserves the right to extend the bid submission deadline in case of any substantial modifications arising from clarifications or amendments. In such cases, bidders may submit revised bids up to the extended deadline; however, no modifications shall be permitted after the final bid submission deadline.

8) Proposal Validity:

- a) Proposals shall remain valid for the period specified in the 180 days , unless extended by the Authority.
- b) Proposals with shorter validity shall be rejected.
- c) If the validity expiry falls on a non-working day, it shall extend to the next working day.

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- d) The Authority may seek an extension of validity; responses shall be in writing. Bidders may decline the extension, in which case the Bid Security declaration shall not be executed and such Bids shall not be considered further.

C. Submission, Opening and Evaluation of Proposals:

9) Submission of Proposals:

- a) Technical and Financial Proposals shall be submitted separately on the designated e-procurement portal before the deadline specified in Section 1 or any corrigendum.
- b) The bidder should upload following document online

A. Technical Proposal Envelop:

1. Copy of Incorporation/Registration Certificate of Bidder.
2. Copy of GST Registration Certificate and PAN Card.
3. Form Tech-11: Copy of Bid Security declaration
4. Form Tech-1: Letter comprising the Technical Proposal
5. Form Tech-2: Details of the Bidder
6. Form Tech-3: Certification of Turnover /Financial Capacity
7. Form Tech-4: CA Certificate for Number of Employees
8. Form Tech-5A: Power of Attorney for Signing of Bid
9. Form Tech-5B: Power of Attorney for Lead Member of Consortium (If applicable)
10. Form Tech-6: Declaration and Undertaking for Support
11. Form Tech-7: Strategic Investment Plan (SIP) Submission Format
12. Form Tech-8: SIP Implementation & Evaluation Matrix
13. Form Tech-9: Five-Year Investment Plan Budget
14. Form Tech-10: Declaration for non-debarment
15. Any Other Document(s) specifically mentioned in the RFP

B. Financial Proposal Envelop

1. Form Fin 1: Industrial Share in Percentage

10) Technical Proposal Format and Content:

The Technical Proposal shall be submitted using the Standard Forms in Section 6 and shall not contain any financial information relating to their Financial Proposal/Industry contribution.

11) Financial Proposal:

The Financial Proposal shall be submitted using the Standard Forms in Section 7 and shall clearly indicate the Bidder's committed share (%) of the total investment under the Strategic Investment Plan (SIP).

12) Opening of the Technical Proposal:

- a) Technical Proposals shall be opened online at the date and time specified in Section 1/ updated on portal; bidders may attend or view online.
- b) If the opening date is a holiday, it shall be deferred to the next working day.

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13) Evaluation of Responsiveness:

- a) Responsiveness shall be assessed based on the submitted Proposal.
- b) A Proposal is “substantially responsive” if it meets all RFP requirements without material deviation, reservation, or omission.
- c) Proposals with material deviations affecting scope, quality, performance, the Authority’s rights, Bidder obligations, or fair competition shall be rejected. Minor non-conformities may be waived, and clarifications may be sought without permitting any change in price or substance.

14) Clarification of Proposals:

- a) During evaluation, the Authority may request factual clarifications or missing historical documents from Bidders within a specified deadline. Such requests shall not permit any change to the Proposal’s price or substance
- b) Failure to provide requested clarifications within the permitted time will result in evaluation based on available information.

15) Evaluation of Technical Proposals

- a) Technical Proposals shall be evaluated as per the criteria specified in Section 3.
- b) Technical evaluation is in two parts:
 - (i) Part A: Eligibility & Qualification: Must be met by Bidders. Non-compliance leads to rejection as non-responsive.
 - (ii) Part B: Technical Scoring: Only Bidders meeting Part A shall be evaluated as per the scoring criteria specified in Part B of Section 3.
- c) Proposals that do not meet the minimum qualifying Technical Score of 60 marks shall be rejected, and only those proposals that meet or exceed this minimum score shall have their Financial Proposals opened.

16) Confidentiality:

- a) From proposal opening until issuance of letter of award, Bidders shall not contact the Authority regarding evaluation. Evaluation details shall remain confidential until notification of award.
- b) Any attempt to influence the process may lead to rejection and action as per applicable laws.
- c) All communications during this period shall be in writing.

17) Opening of Financial Proposals:

After technical evaluation, the Authority shall notify on the portal the non-responsive and qualified Bidders (with scores), along with the date and time of financial bid opening.

18) Selection Method:

The Bidder shall be selected through a **Quality and Cost Based Selection (QCBS)** process. The evaluation will consider:

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- (i) **Technical evaluation (80%):** covering Strategic Investment Plan (SIP)(Xt) 50% and Project Cost Efficiency (Yt) 30%.
- (ii) **Financial evaluation (20%):** based on the Bidder's financial contribution towards the Project (Zt).

Detailed scoring methodology and the formula for computing the composite score are provided in **Section 3**.

D. Negotiations and Award:

19) Negotiations and Award:

a) Resolution of Tie in Scores

If two or more Bidders achieve the same score, the H-1 Bidder for negotiations shall be determined in sequence as follows:

- (i) **Financial Stability:** Highest Industry contribution
- (ii) **Technical Priority:** Higher Technical Score.

b) Negotiations

- i) Negotiations shall be held with the highest-ranked (H-1) Bidder to finalize the 5-year Strategic Investment Plan (SIP) and Financial Contribution (minimum 20%).
- ii) The Authority may seek clarifications or adjustments to the SIP, including timelines, specifications, and methodology, and finalize KPIs/DLIs.
- iii) Upon successful negotiations, the Authority shall issue the Letter of Award (LoA).
- iv) If the H-1 Bidder fails to proceed, the Authority may invite the next ranked Bidder or annul the process.

20) Issuance and Acknowledgement of LOA:

- a) The Authority shall issue the Letter of Award (LoA) in duplicate. The Selected Bidder shall return a signed copy within 7 (seven) days of receipt, failing which the Bid Security Declaration may be invoked and the next eligible Bidder may be considered.
- b) The date of acknowledgement of the LoA shall be treated as the Commencement Date (T0). Timelines for IMC incorporation and execution of the Service Agreement shall commence from T0.

21) Post-Award Institutionalization & IMC Formation:

The Selected Bidder shall undertake post-award institutionalization, including formation and operationalization of the IMC as a registered Society and execution of the Service Agreement with the Authority

22) Performance Security

- a) The Selected Bidder shall furnish the Performance Security within 28 days of the LoA, as specified in Section 1.
- b) It shall be submitted as a Bank Guarantee or FDR from a Scheduled Commercial Bank in India, in favour of the Authority.

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- c) The Performance Security shall secure performance of obligations, including KPIs and committed financial contributions.
- d) The Authority may invoke it, in whole or in part, in case of non-performance.
- e) It may be released in phases based on performance, with final release upon completion of all obligations.

23) Grievance Redressal/ Complaint Procedure

A Bidder may submit a complaint or seek debriefing within 10 days of publication of the evaluation results. Only participating Bidders directly affected by the decision may file a complaint. The Authority shall provide a written response within 15 days. Confidential evaluation details and other Bidders' proposals shall not be disclosed.

24) Governing Law & Order of Precedence:

- a) This Selection Process shall be governed by the laws of India, and courts at the Authority's headquarters shall have exclusive jurisdiction.
- b) In case of any inconsistency, the following order of precedence shall apply:
 - (i) PM-SETU Component II Guidelines;
 - (ii) The Agreement between RDSDE/NSTI, DGT and LIP;
 - (iii) This RFP, including corrigenda/addenda.
- c) Any unresolved inconsistency shall be referred to the National Steering Committee, whose decision shall be final and binding.

25) Disqualification

- a) Any misrepresentation or improper response may lead to disqualification. If identified post bid opening, the Authority may consider the next ranked Bidder or annul the process.
- b) If at any stage a Bidder is found ineligible or has provided false or misleading information, the Authority may disqualify the Bidder or terminate the Agreement and invoke the Bid Security declaration or Performance Security.
- c) The Authority may verify any information submitted; the Bidder shall cooperate, and such verification shall not limit the Bidder's obligations.

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Section 3 – Eligibility, Qualification and Evaluation Criteria

This section outlines the criteria that the Authority will use to evaluate Proposals and determine the qualification of Bidders. No other factors, methods, or criteria shall be applied for the purpose of evaluation beyond those specified herein.

A) Part A-Eligibility and Qualification Criteria:

1) Eligibility Criteria:

The Bidder should meet the following all eligibility criteria:

Sr. No.	Particulars	Criteria	Supporting Documents to be uploaded
1	Legal Status	(i) Industry Partners (credible companies or manufacturers with established operations in India), including Public Sector Undertakings OR (ii) Industry associations or Consortia OR (iii) Industry-led foundations (CSR/philanthropy arms of corporates) OR (iv) Academic institutions promoted/operated by industry (e.g., corporate universities, sectoral skilling institutions) <i>In the case of a Consortium, the Lead Member and each Consortium Member must also be a legally registered entity.</i>	The eligible agencies shall be entities registered or incorporated in India under applicable Indian laws, such as the Companies Act, 2013, Societies Registration Act, 1860, Indian Trusts Act, or relevant statutory Acts, as applicable to their organizational form. A copy of Certificate of Incorporation, MOA & AOA
2	Tax and Statutory Compliance	The Bidder must have a valid PAN and, where required under applicable GST laws, a valid and active GSTIN. <i>In case of a Consortium, all Members shall possess a valid PAN. GSTIN shall be required for each Consortium member where applicable under the GST laws.</i>	Copy of PAN and GSTN
3	Blacklisting/Debarment	The Bidder must not be under blacklist or debarred by any government department, public sector undertaking, or	Self-Declaration on company letterhead by authorized signatory

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Sr. No.	Particulars	Criteria	Supporting Documents to be uploaded
		multilateral agency as on the Bid Due Date <i>In case of Consortium, all members must meet this requirement and submit declaration.</i>	
5	Conflict of Interest	The Bidder must not have any conflict of interest, as defined in the Instructions to Bidders. <i>In case of a Consortium, all members must meet this requirement and submit declaration.</i>	Declaration by authorized signatory
6	Bid Security Compliance	The bidder shall submit Bid Security declaration	A copy of bid security declaration

2) Qualification Criteria:

The Bidder should meet the following all qualification criteria

Sr. No.	Particulars	Criteria	Supporting Documents to be uploaded
1	Turnover	The Bidder shall have an average annual turnover of not less than INR 500 Crore, based on its standalone audited financial statements, during the last three (3) completed financial years preceding the Bid Due Date. The manner of meeting this requirement shall be as follows: Industry Partners / PSUs / Corporate Entities The Bidder shall meet the turnover requirement independently, either: - on its own; or - through its Parent / Subsidiary / Group Company registered in India permitted as per Note A below In case of a Consortium: The Lead Member shall meet the turnover requirement independently, either on its own or through its Parent / Subsidiary / Group Company/ as per Note A below.	Individual Bidder / Lead Member - Audited Balance Sheets - Audited Profit & Loss Statements - UDIN-verified CA Certificate certifying average annual turnover Parent / Promoter Company (if applicable): - Audited Annual Reports (last 3 FYs) - UDIN-verified CA Certificate - Board Resolution / Undertaking of Financial Support

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Sr. No.	Particulars	Criteria	Supporting Documents to be uploaded
		3. Industry-led Foundations / Academic Institutions / Industry Associations Where the Bidder is an industry-led foundation, industry association, or an academic institution promoted or operated by industry, the average annual turnover of its Parent / Promoter Company shall be considered for meeting the turnover requirement, subject to submission of an unconditional and legally binding undertaking of financial support from such Parent / Promoter Company for the entire duration of the Project. <i>NOTE: In case the audited annual accounts for the latest financial year are not available, the Bidder shall submit an undertaking to this effect. The statutory auditor / Chartered Accountant shall certify the same. In such cases, the Bidder shall submit audited annual reports for the three (3) financial years preceding the unaudited year</i>	Foreign / Global Entity): (i) Audited Financial Statements for last 3 years (as per applicable jurisdiction) (ii) Certificate from Certified Public Accountant (CPA) / Statutory Auditor certifying turnover (iii) Legally binding Undertaking / Letter of Support (iv) Board Resolution authorizing use of credentials (v) Documentary proof of relationship (shareholding / control structure)
2	Financial: Net worth	The Bidder shall have a positive net worth for the last three (3) consecutive financial years, i.e., FY 2022-23, FY 2023-24, and FY 2024-25, as evidenced by audited financial statements. 1. Industry Partners / PSUs / Corporate Entities The Bidder shall meet the Net worth requirement independently, either: - on its own; or - through its Parent / Subsidiary / Group Company registered in India permitted as per Note A below	Same as Above documents

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Sr. No.	Particulars	Criteria	Supporting Documents to be uploaded
		2. In case of a Consortium: The Lead Member shall meet the Net worth requirement independently, either on its own or through its Parent / Subsidiary / Group Company/ permitted as per Note A below 3. Industry-Led Foundations / Academic Institutions: Where the Bidder is an industry-led foundation, industry association, or an academic institution promoted or operated by industry, the net worth of its Parent / Promoter Company shall be considered for meeting this criteria.	
3	Employee Strength	The Bidder shall have at least 300 employees on its payroll as on the Bid Due Date. The manner of meeting this requirement shall be as specified below: 1. Industry Partners / PSUs / Corporate Entities The Bidder shall meet the Employee Strength requirement independently, either: a) on its own; or b) through its Parent / Subsidiary / Group Company registered in India permitted as per Note A below 2. In case of a Consortium: The Lead Member shall meet the Employee Strength requirement independently, either on its own or through its Parent / Subsidiary / Group Company/ permitted as per Note A below 3. Industry-led Foundations / Academic Institutions / Industry Associations: Where the Bidder is an industry-led foundation, industry association, or an academic institution promoted or operated by industry, the manpower strength shall be demonstrated either at the Bidder level or through the Parent / Promoter Company.	Individual / Lead Member: UDIN-verified CA Certificate certifying number of employees Parent / Promoter Company: Same documents as above Foreign / Global Entity CPA certificate for employee strength

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Note A – Use of Parent / Subsidiary / Group Company

A Bidder (or Lead Member, in case of a Consortium) may rely on the turnover, net worth, and employee strength of its Parent / Subsidiary / Group Company (including foreign / global entities), subject to the following:

1. The relationship between the Bidder and such entity is clearly established, demonstrable, and verifiable through documentary evidence.
2. The Bidder / Lead Member shall remain solely responsible and accountable for the performance of the contract;
3. Credentials of unrelated third parties, or entities without a demonstrable legal relationship and binding commitment, shall not be considered.

Note B

1. For the Purpose of Qualification Criteria under this RFP, Net Worth shall mean the sum of subscribed and paid-up equity and reserves from which shall be deducted the sum of revaluation reserves, miscellaneous expenditure not written off and reserves not available for distribution to equity shareholders.

Part B) Technical Evaluation Marking Criteria:

Bidders that meet all minimum eligibility and qualification criteria shall be evaluated and awarded Technical Marks in accordance with the marking system set out in the table below. Only those Bidders who obtain at least the minimum Technical Score (cut-off) shall be considered eligible for opening of their Financial Proposals.

Sr. No.	Component	Sub-Component / Evaluation Parameter	Marks
A	Introduction & Institutional Context	NSTI Overview: Institutional profile, Challenges, Local Economy & Labour Market Analysis	4
		Vision-Mission aligned to sector focus, future roadmap, partnerships	
B	Governance and Management	IMC participation, leadership plan,	4
		Long-term sustainability (minimum 5 years)	
C	Upgradation and New Programs Proposed	Upgradation and New proposed Long-term programs (CTS/CITS/Diploma/Degree)	10
		Industry-certified short-term courses proposed & instructor development programs	
		Global/CoE courses & foreign language training	
D	Roadmap for NCoE/CIC/TVET/Research Centres	CoE/CIC/TVET/Research centre roadmap with industry linkage	8
		Innovation, R&D, entrepreneurship initiatives along with Global Exposure initiatives	
E	Training and Engagement of Trainers	Engagement Roadmap for engagement of manpower, Upskilling ToT, Industry Partnerships	4
		Performance management & incentives	

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Sr. No.	Component	Sub-Component / Evaluation Parameter	Marks
F	Infrastructure Development Plan	Labs/workshop modernization, industry alignment, Fungibility across labs	10
		Digital infrastructure, smart classrooms	
		Holistic Development of NSTI	
G	Student Placement and Alumni Services	Mobilization & placement strategy	3
		Industry tie-ups, placement tracking, OJT/apprenticeship	
		Alumni engagement systems	
H	Gender and Inclusion	Women empowerment, SC/ST & PwD/EWS outreach initiatives	3
I	Sustainability & Revenue Generation	Revenue model Planning and implementation (CSR, model production centre, training services),	6
		Green & sustainable campus initiatives	
J	Measuring Performance & Outcomes	Plan for achievement of KPIs and Monitoring and Outcome tracking	4
		Compliance Plan, evaluation/audit	
K	Stakeholder Engagement & Communication	Industry/govt./academia engagement & feedback systems	4
		Communication, branding & outreach strategy	
		IMC/advisory consultations	
L	Presentation on Roadmap of Upgradation of NSTI Bhubaneswar		40
		GRAND TOTAL	100

C) Evaluation and Scoring Mechanism

The Authority shall adopt a **Quality and Cost Based Selection (QCBS)** framework. This ensures that the Selection of the Lead Industrial Partner (LIP) is based on a balanced assessment of technical expertise, cost-efficiency, and the extent of private sector investment.

1. Weightage Distribution

The total score is divided into two main categories with a **80:20** weightage between Technical and Financial performance:

- a) **Technical Weightage:** 80% (This is further sub-divided into two parameters):
 - (i) **Technical Weightage (Xt):** 50%
 - (ii) **Overall cost efficiency of the SIP as per Form Tech 9) Weightage (Yt):** 30%
- b) **Industry Contribution Score (Zt):** 20% (Based on the percentage of private investment Fin-2).

Calculations:

Step I: Technical Score (X_t) : 50% Weightage

The proposals shall be evaluated in accordance with the Evaluation Rubric set out in Section 3 Part B of this RFP.

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Step II: Overall Project cost efficiency of the SIP (Yt): [30% Weightage]

Yt calculated as follows:

$$\text{Cost per Unit Technical Score A} = \frac{\text{Total Financial Outlay (from Form Tech 9)}}{\text{Technical Score (Xt)}}$$
$$Y_t = \frac{\text{A Minimum}}{\text{A of the bidder under calculation (from Form Tech 9)}} \times 100$$

Step III: Industry Contribution Score (Zt) : [20% Weightage]

This score rewards Bidders who commit a higher percentage of private investment into NSTI.

Input: Industry Share Percentage (F) (from Form FIN-1).

Calculate Normalized Score (Zt):

$$Z_t = \frac{\text{F (\% Share of the bidder under calculation)}}{\text{F (\% of Maximum Share)}} \times 100$$

(Where Fmax is the highest industry share percentage proposed among all technically qualified bidders).

Evaluation Summary Table (The “Master Formula”)

The Final Combined Score (Sn) shall be the sum of the weighted scores:

$$S_n = (X_t \times 0.50) + (Y_t \times 0.30) + (Z_t \times 0.20)$$

The Bidder obtaining the highest Combined QCBS Score shall be ranked H1 and selected as the Successful Bidder.

RFP for Selection of Lead Industry Partner-NSTI Bhubaneswar

Section -4 Terms of Reference (ToR)

1. Background

The Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship (MSDE), Government of India, is implementing Component II of the PM-SETU Scheme, aimed at upgrading selected National Skill Training Institutes (NSTIs) into modern institutions of excellence for advanced vocational training and instructor development.

The scheme envisages modernization of training infrastructure, strengthening of instructor training systems, introduction of new and emerging skill programs, enhanced industry partnerships, and establishment of specialized centres such as National Centres of Excellence (NCoEs), Centres for Industrial Collaboration (CIC), Centres for TVET Practitioners' Development, and Centres for Research, Innovation & Entrepreneurship.

Implementation shall be undertaken through an Institutional Management Committee (IMC) constituted as a registered society. To ensure strong industry participation and alignment with labour market needs, a Lead Industry Partner (LIP) shall be selected through a competitive process to support institutional transformation, strategic planning, and implementation.

The project shall be implemented in accordance with the PM-SETU Scheme Guidelines, with support from multilateral development partners including the World Bank and ADB.

2. Objective of the Assignment

The objective of this assignment is to engage a technically competent and credible Lead Industry Partner (LIP) to support the transformation of the identified NSTI into a modern, industry-aligned institution for vocational and instructor training.

The assignment also includes the establishment of a National Centre of Excellence (NCoE) as a key and distinct pillar of institutional transformation. The selected LIP shall be responsible for conceptualizing, establishing, and operationalizing the NCoE in collaboration with the IMC and relevant stakeholders, with a focus on advanced skills, global standards, innovation, and sector-specific specialization, thereby strengthening industry alignment, enabling global partnerships, and positioning the NSTI as a world-class hub for skill development.

3. Indicative Upgradation Requirements Identified by the Authority

This section presents the indicative upgradation requirements for the NSTI based on preliminary assessments of infrastructure, training programs, and sectoral priorities.

The information is intended to provide baseline inputs to bidders for preparation of their proposals. Final scope and phasing of upgradation shall be determined through the Strategic Investment Plan prepared by the selected Lead Industry Partner in consultation with the IMC and DGT.

- a) Modernization of existing CTS and CITS laboratories
- b) Establishment of National Centre of Excellence (NCoE)
- c) Development of Centre for Industrial Collaboration
- d) Establishment of Centre for TVET Practitioners' Development
- e) Creation of Centre for Research, Innovation and Entrepreneurship

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- f) Upgradation of digital learning infrastructure and smart classrooms
- g) Modern training equipment for emerging technology areas
- h) Hostel and student facility improvement

4. Scope of Work / Roles and Responsibilities of Lead Industry Partner (LIP)

The selected Lead Industry Partner (LIP) shall constitute the Institutional Management Committee (IMC) and lead the comprehensive transformation of the NSTI into a globally benchmarked institute for advanced vocational training and instructor development under PM-SETU, ensuring achievement of the scheme's objectives

The LIP is expected to bring strategic leadership, co-investment, technical expertise, industry linkages, and long-term commitment toward upgrading NSTIs and establishing National Centres of Excellence (NCoE) for vocational education and instructor training.

The responsibilities of the LIP shall include, but not be limited to, the following:

4.1 Institutional Governance and Strategic Leadership

The LIP shall actively participate in the governance and strategic development of the NSTI through the Institutional Management Committee (IMC).

The responsibilities shall include:

- a) Participation as a Lead as Chairperson of the Institutional Management Committee (IMC)/Society/Governing Body of the NSTI.
- b) Providing strategic guidance for institutional transformation, modernization and long-term sustainability.
- c) Contributing to key policy decisions related to academic programs, infrastructure development, industry collaboration, and institutional partnerships.
- d) Supporting industry-led governance practices and transparent decision-making within the IMC.
- e) Serving on relevant IMC sub-committees such as Curriculum, Infrastructure, Placement, or Industry Collaboration Committees, as required.

4.2 Preparation of Strategic Investment Plan (SIP)

The draft SIP prepared by the LIP shall be reviewed and endorsed by the IMC to ensure alignment with the vision of the NSTI and to incorporate inputs from the Global Partner. During the endorsement process, the IMC shall ensure that the core framework, objectives, and approved interventions outlined in the draft SIP remain unchanged. However, the IMC may incorporate minor corrective measures and rationalization of activities to address implementation challenges, align with evolving industry requirements and technological advancements, and enhance the overall effectiveness and outcome-oriented execution of the PM-SETU Scheme.

Subsequently, the IMC shall submit the endorsed SIP to the National Steering Committee (NSC) for approval. The approved SIP shall guide the implementation of project activities over the entire duration of the Scheme.

The SIP shall include, inter alia:

- a) Institutional vision, mission and transformation roadmap.

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- b) Assessment of existing infrastructure, laboratories, workshops, faculty strength, and training capacity.
- c) Identification of priority sectors and emerging technologies aligned with industry demand.
- d) Plan for expansion of training capacity including CTS, CITS and Short term programs and introduction of new courses.
- e) Plan for upgradation of existing Courses under CTS, CITS and Short term programs.
- f) Infrastructure modernization plans including laboratories, workshops, digital classrooms, hostels and training facilities.
- g) Plan for establishment of National Centres of Excellence and other academic centres.
- h) Human resource development plan including faculty engagement and capacity building.
- i) Capital expenditure (CAPEX) and operational expenditure (OPEX) projections.
- j) Implementation timelines and milestones.
- k) Sustainability and resource mobilization strategies.

4.3 Annual Operational Planning and Implementation Support

The Lead Industry Partner (LIP) through IMC shall be responsible for leading the preparation of Annual Operational Plans (AOPs) for the entire 5-year implementation period under PM-SETU for upgradation of NSTIs.

While preparing the Annual Operational Plans (AOPs), the LIP shall ensure that the core framework, objectives, and approved interventions outlined in the SIP remain unchanged; however, the LIP may incorporate minor corrective measures, rationalization of activities, and year-wise reallocation of tasks, as may be required, to address implementation challenges, align with evolving industry requirements and technological advancements, and enhance the overall effectiveness and outcome-oriented execution of the PM-SETU scheme.

The AOP shall include:

- a) Year-wise implementation priorities.
- b) Infrastructure development targets.
- c) Expansion of academic programs.
- d) Budget allocation and expenditure planning.
- e) Faculty development initiatives.
- f) Industry engagement and collaboration activities.

The LIP through IMC shall be responsible for monitoring progress against approved AOP targets.

4.4 Financial Contribution and Revenue Models

The LIP shall contribute towards the financial sustainability and development of the NSTI.

Responsibilities include:

- a) Contributing a minimum of twenty percent (20%) of the total project outlay, covering both (i) upgradation of NSTIs including civil infrastructure, equipment, and support facilities, and (ii) operational and workforce costs, in accordance with the PM-SETU Scheme Guidelines.

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- b) The contribution shall be made through direct financial transfer to the designated escrow account, and in-kind contributions shall not be considered for meeting the mandatory financial commitment.
- c) Supporting additional investments for innovation labs, incubation centres, or specialized training facilities.
- d) Participation in revenue generation models such as:
 - (i) Paid training programs and consulting services
 - (ii) Industry training and upskilling programs
 - (iii) Industry-paid certifications or micro-credentials
 - (iv) Utilization of shared infrastructure for skill development programs

4.5 Development of Centres of Excellence, Innovation, and Research Collaboration

The LIP through IMC shall support in establishing and operationalizing specialized academic and innovation centres to strengthen the NSTI ecosystem. This includes:

- a) National Centre of Excellence (NCoE) in high-growth sectors.
- b) Centre for Industrial Collaboration (CIC) to strengthen industry linkages.
- c) Centre for TVET Practitioners' Development for training of trainers.
- d) Centre for Research, Innovation and Entrepreneurship.

In addition, the LIP shall foster the promotion of innovation, incubation, and research collaboration within NSTI. This shall include:

- Support incubation programs and startup mentoring
- Facilitate innovation challenges and idea-stage incubation
- Enable market access and funding linkages for startups
- Support establishment of production centres and innovation labs
- Promote industry–academia research collaborations

4.6 Infrastructure Development and Lab Setup

The LIP shall lead the capacity augmentation of NSTI through upgrading infrastructure and training facilities.

This may include:

- a) Assessment of existing laboratories, workshops, hostels, and training facilities.
- b) Identification of modern equipment and technologies required for upgraded programs.
- c) Development of technical specifications for equipment procurement.
- d) Design of sector-specific laboratories, workshops, simulators and digital classrooms.
- e) Preparation of lab upgradation roadmaps.
- f) Planning of smart classrooms, simulation labs, and digital learning tools.
- g) Providing access to industry training facilities for practical exposure and internships.

4.7 Curriculum Modernization and Training Delivery

The LIP shall lead the modernization and development of industry-aligned training programs.

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Responsibilities include:

- a) Curriculum review and gap analysis of existing CTS and CITS programs.
- b) Development of 20 long-term and 10 short-term training and upgradation of 20 existing training programs aligned with industry needs.
- c) Integration of modern technologies, digital learning tools and advanced manufacturing practices.
- d) Alignment of training programs with NSQF/QP-NOS frameworks.
- e) Development of modular, blended and job-linked training formats.
- f) Integration of On-the-Job Training (OJT), apprenticeships, and industry exposure.

4.8 Human Resource Development and Faculty Capacity Building

The LIP through IMC shall be responsible for supporting faculty development and strengthening human resource capabilities for effective implementation of the SIP for upgradation of NSTI. This shall include deployment and engagement of appropriate human resources to ensure efficient execution of envisaged interventions. The LIP, through the IMC, shall have the necessary autonomy for engagement of manpower and re-alignment of roles of existing personnel, in line with institutional requirements and scheme objectives.

The activities may include:

- a) Preparation of a comprehensive Human Resource Plan for NSTI
- b) Identification of faculty requirements and appropriate engagement strategies
- c) Engagement of industry experts and subject matter specialists
- d) Designing and delivering Training of Trainers (ToT) programmes
- e) Organizing faculty immersion and industry exposure programmes
- f) Capacity building of instructors in emerging technologies and modern pedagogy

Activities may include:

- a) Preparation of a comprehensive Human Resource Plan for NSTI.
- b) Identification of faculty requirements and engagement strategies.
- c) Engagement of industry experts and subject matter specialists.
- d) Designing and delivering Training of Trainers (ToT) programs.
- e) Organizing faculty immersion and industry exposure programs.
- f) Capacity building of instructors in emerging technologies and modern pedagogy.

4.9 Industry Collaboration and Employment Linkages

The LIP shall facilitate strong industry linkages to improve employability outcomes.

Activities may include:

- a) Establishing partnerships with industries, sector skill councils and industry associations.
- b) Facilitating internships, apprenticeships and on-the-job training opportunities.
- c) Supporting placement of NSTI graduates in relevant industries.
- d) Organizing industry workshops, seminars and collaborative training initiatives.

4.10 Certification, Accreditation and Quality Assurance

The LIP shall facilitate the IMC in establishing robust quality assurance mechanisms.

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This may include:

- a) Aligning training programs with NSQF, NCVET and other regulatory standards.
- b) Supporting development of certification frameworks and co-branded certification models where applicable.
- c) Conducting institutional quality audits and performance reviews.
- d) Benchmarking NSTI programs with national and international standards.

4.11 Monitoring, Reporting and Compliance

The LIP is responsible for fulfilling monitoring and reporting requirements under the scheme.

Responsibilities include:

- a) Tracking implementation of SIP and AOP targets.
- b) Preparation of quarterly progress reports for submission to the National Project Monitoring Unit (NPMU).
- c) Preparation of annual reports on institutional activities and achievements.
- d) Supporting financial transparency and audit compliance.

4.12 Global Partnerships and International Collaboration

The LIP, through the IMC, shall facilitate collaboration with global partners and their agencies to strengthen the NSTI ecosystem and support the establishment of the National Centre of Excellence (NCoE). In this context, it is noted that Mining has been identified as a priority sector for NSTI Bhubaneswar, and discussions with the Government of Australia for a Government-to-Government (G2G) collaboration are at an advanced stage. The LIP shall actively leverage such opportunities to enhance sector-specific capacity and promote global integration.

The LIP and the Global Partner shall jointly ensure that the NCoE is developed as a globally competitive, industry-driven centre for advanced skilling under the Scheme. The roles and responsibilities shall include the following:

Roles and Responsibilities of Lead Industry Partner (LIP):

- Shall be primarily responsible for the planning, establishment, and operationalization of the NCoE through the IMC
- Develop infrastructure, deploy advanced equipment, and mobilize financial resources in accordance with Scheme provisions
- Ensure industry-aligned, future-ready training programmes and strong industry linkages
- Promote innovation, incubation, entrepreneurship, and industry-academia collaboration
- Facilitate engagement with global partners and agencies
- Support foreign language training programmes, where required
- Earmark project funds for global partnerships towards:

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- Curriculum development and benchmarking
- Capacity building of trainers
- Industry partnerships and applied research
- Skill certification and global mobility
- Adoption of global best practices

Roles and Responsibilities of Global Partner:

- Provide technical expertise and international best practices
- Support curriculum benchmarking and advanced training methodologies
- Enable technology transfer and alignment with global standards
- Support faculty development, training programmes, and international exposure
- Strengthen innovation, research, and industry–academia linkages

4.14 Outreach, Branding and Inclusion

The LIP shall be responsible for strengthening the visibility and outreach of the NSTI, in coordination with the IMC

Activities may include:

- a) Co-developing branding and outreach strategies.
- b) Organizing job fairs, skill fairs and employer engagement programs.
- c) Promoting participation of women, rural youth, persons with disabilities and underserved communities.
- d) Supporting awareness campaigns for vocational training programs.

4.15 Institutional Sustainability and Long-Term Engagement

The LIP shall commit to a long-term partnership for the development of the NSTI.

This shall include:

- a) Commitment to a minimum five-year engagement period.
- b) Participation in resource mobilization initiatives.
- c) Support for long-term institutional sustainability planning.

4.16 Government Support

The Directorate General of Training (DGT), under the Ministry of Skill Development and Entrepreneurship (MSDE), shall provide:

- a) Up to 80% of capital expenditure for infrastructure development which include INR 176 crore, comprising INR 160 crore towards capital expenditure and INR 16 crore towards operational expenditure
- b) Policy and administrative support for implementation of the scheme.
- c) Support for regulatory approvals and curriculum alignment.

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- d) Institutional autonomy to the IMC for operation of NSTI in accordance with scheme guidelines.

4.17 Areas of Collaboration

The Lead Industry Partner (LIP), through the IMC, shall lead efforts to align training outcomes with evolving industry requirements by fostering collaboration with NSTIs across key areas such as curriculum development, training delivery, internships, placements, industry engagement, innovation, and infrastructure development.

The above responsibilities are indicative in nature and shall be implemented in accordance with the PM-SETU Scheme Guidelines and the Agreement executed between the Parties. `

5. Indicative composition of the Governing Body of IMC:

S. No.	Category	Details
1	Chairperson	Nominated by Lead Industry Partner.
2	Two or more Central Government Nominees	To be nominated by DGT/MSDE.
3	One or more State Government Nominee	Representative from the state government where the NSTI is located.
4	Two or more Industry Persons	Lead Industry Partner to nominate representatives of industry partners having special knowledge and experience on matters relating to Industry and Technical Education and providing financial contribution to the scheme.
5	Director of the Institute	Lead Industry Partner to nominate Ex officio Member Secretary of the Governing Body.
6	One or more representatives from Industry Association	Lead Industry Partner to nominate representatives from eminent industry associations like FICCI, CII, or State-level bodies, Sector Skills Councils, etc. or regional local industry associations.
7	One or more Academia Representative	Lead Industry Partner to nominate representatives from the academic field.

6. Institutional Roles and Responsibilities

6.1 Role of the National Project Management Unit (NPMU)

The Directorate General of Training (DGT) has established a National Project Management Unit (NPMU) to provide technical, operational, and implementation support for effective rollout of the scheme. For more details, please refer PM-SETU-Component-II guidelines

6.2 Role of the Lead Industry Partner (LIP):

The Lead Industry Partner shall act as the industry collaborator and strategic partner for the transformation of the NSTI. The LIP shall contribute industry expertise, technical knowledge, and strategic inputs to strengthen institutional capacity and ensure alignment of training programs with industry needs. For more details please refer PM-SETU-Component-II guidelines

6.3 Role of the Institutional Management Committee (IMC)

For implementation of the NSTI upgradation activities under Component II of the PM-SETU Scheme, an Institutional Management Committee (IMC) shall be constituted for each participating NSTI in the form of a registered Society.

The IMC shall function as the institutional governing and implementing body responsible for planning, coordination, and oversight of transformation activities at the NSTI. For more details, please refer PM-SETU-Component-II guidelines

7. Scheme Institutionalization and Execution Roadmap:

The project shall be implemented in accordance with the PM-SETU Scheme Component-II Guidelines for Upgradation of National Skill Training Institutes (NSTIs). Bidders are advised to carefully review the guidelines for detailed provisions relating to institutional arrangements, governance framework, and implementation milestones.

8. Performance Framework and Project Implementation

Implementation of the NSTI upgradation project under Component-II of the PM-SETU Scheme shall follow a results-based monitoring framework. Performance monitoring shall be undertaken against Key Performance Indicators (KPIs) defined in the Strategic Investment Plan (SIP) and subsequent Annual Operational Plans (AOPs).

The Institutional Management Committee (IMC) shall determine year-wise targets for each indicator based on the baseline position of the NSTI and local context. The proposed targets shall be submitted for approval to the National Steering Committee (NSC) through the Directorate General of Training (DGT).

The Lead Industry Partner (LIP) shall support the IMC in defining appropriate performance benchmarks and monitoring institutional progress.

A. Indicative Key Performance Indicators

The following indicative performance indicators are derived and shall guide institutional monitoring during the scheme period.

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Key Performance Indicator	Description	Unit	Baseline Reference (2024-25)	Indicative Target at End of Scheme Period
Increment in Seating Capacity	Percentage increase in number of seats over base year	%	Seating capacity in 2024-25	75% increase
Increment in Trainee Enrollment	Percentage increase in trainees enrolled in CTS/CITS courses over baseline	%	Enrolment in academic year 2024-25	75% increase
Short-term Courses Output	Total number of trainees trained through short-term courses	Number	0	50,000 (cumulative)
Trainee Pass Percentage	Percentage of appearing trainees who successfully pass assessments	%	Pass percentage in 2024-25	95%
Placement of Trainees	Percentage of passed-out trainees placed in jobs or apprenticeships	%	Placement in academic year 2024-25	50%
Female Enrollment	Percentage of enrolled trainees who are women	%	Gender participation in 2024-25	30%
NSTI Instructors Trained	Percentage of instructors receiving advanced training / industry exposure	Trainers	Baseline to be established	100%
Industry Partnerships	Number of active industry partnerships / MoUs	MoUs	X	20
Industry-Aligned Courses Updated	Number of CTS/CITS courses updated or introduced based on industry demand	Courses	X	20
Short-term Industry Courses Introduced	Number of short-term industry-aligned courses introduced	Courses	X	10

*X=Baseline data

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B. Target Setting and Annual Planning

- (i) The baseline values for each indicator shall be established for FY 2024-25.to
- (ii) The IMC shall propose year-wise targets for the scheme period of five years in the Strategic Investment Plan.
- (iii)Targets may be reviewed and revised with approval of the National Steering Committee (NSC) based on institutional performance and emerging sectoral priorities.

C. Monitoring and Performance Review

- (i) The IMC shall periodically review progress against approved KPIs.
- (ii) The Lead Industry Partner (LIP) shall assist the IMC in strengthening industry linkages, training quality, and institutional capacity to achieve the defined targets.
- (iii)Progress reports shall be submitted to the National Project Monitoring Unit (NPMU) and DGT as per scheme guidelines.
- (iv)Performance evaluation shall be undertaken based on the achievement of KPI targets approved in the SIP and AOP.
Year-wise targets shall be proposed by the IMC based on baseline data and local context and may be revised with approval of the National Steering Committee (NSC).

In case of any inconsistency between the provisions of this ToR and the PM-SETU Scheme Component-II Guidelines, the provisions of the Scheme Guidelines shall prevail.

Section 5: Guidelines for Preparation and Submission of SIP

1. The Scheme aims to develop future-ready institutions that serve as benchmarks in vocational education and training, fostering excellence in pedagogy, industry integration, and skill leadership. In this context, the Lead Industry Partner (LIP) shall prepare a draft Strategic Investment Plan (SIP) for each NSTI, outlining a comprehensive transformation roadmap with clearly defined goals, outcomes, and investment requirements. The draft SIP shall be reviewed and endorsed by the Institutional Management Committee (IMC) to ensure alignment with the vision of the NSTI and the Global Partner. During this process, the IMC shall ensure that the core framework, objectives, and approved interventions outlined in the draft SIP remain unchanged. However, the IMC may incorporate minor corrective measures and rationalization of activities to address implementation challenges, align with evolving industry requirements and technological advancements, and enhance the overall effectiveness and outcome-oriented execution of the PM-SETU Scheme.

Following endorsement, the SIP shall be submitted to the National Steering Committee (NSC) for approval, and the approved SIP shall guide the implementation of the project over the five-year scheme period.

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

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Section- 6: Proposal Submission Forms

Form Tech -1: Letter comprising the Technical Proposal

(To be submitted on the Bidder's Letterhead)

To

Date: _____

The Regional Director

Regional Directorate of Skill Development & Entrepreneurship (RDSDE), Odisha

NSIC Building (Dharmapada Bhawan), 5th Floor, IDCO Plot No. 06,

Mancheswar Industrial Estate, Bhubaneswar -751010, Odisha

Sub: Bid for Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute (NSTI), Bhubaneswar and Setting up of National Centre of Excellence (NCoE) at NSTI Bhubaneswar under Component II of PM-SETU.

Dear Sir/Madam,

- 1) With reference to the RFP (including all addenda, amendments, and corrigenda), I/We, having examined the Bidding Documents, hereby submit our Bid for the above-mentioned NSTI. The Proposal is unconditional and unqualified.
- 2) I/We certify that all information provided in this Bid and the supporting documents is true, correct, and complete, and that the Authority may rely on it for evaluation and qualification.
- 3) This proposal is submitted:

☐ **as a Sole Bidder, OR**

☐ **as a Consortium**, comprising the following Members:

Member Name	Role
	Lead Member

- 4) The Lead Member has been duly authorized by all Consortium Members, and the Consortium Agreement and Power(s) of Attorney are enclosed (*delete if not applicable*).
- 5) I/We confirm that we meet all eligibility and qualification requirements specified in the RFP and that, during the last three years, neither we nor our Associates have failed to perform any contract, been expelled from any project, or had a contract terminated for breach.
- 6) I/We declare that we have no conflict of interest with the Authority, its officials, or this RFP process, and that neither we, our Associates, nor our Key Personnel are under investigation, charge-sheeted, or convicted for any offence relating to security, integrity, or moral turpitude.
- 7) If declared the Selected Bidder, I/We agree to work with the Institutional Management Committee (IMC) for preparation and implementation of the Strategic Investment Plan (SIP) and undertake all responsibilities assigned to the Lead Industry Partner (LIP) under the PM-SETU Component II Guidelines and this RFP.
- 8) I/We have submitted the Bid Security declaration specified in the RFP.

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- 9) This Bid shall remain valid for the period specified in the RFP (or as amended from time to time), or such extended period as may be requested by the Authority and accepted by us in writing.

The Statement of Legal Capacity, Power of Attorney/Authorization (including Consortium/Lead Member authorization, where applicable), and all supporting technical documents have been submitted/uploaded in accordance with the RFP.

In witness whereof, I/We submit this Bid under and in accordance with the terms and conditions of the RFP.

Yours faithfully,

(Signature, name and designation of the Authorized Signatory)
Name and seal of Bidder

For and on behalf of
[Name of Lead Member]
as Lead Member of the Consortium
(acting on behalf of all Consortium Members)

(Seal)

RFP for Selection of Lead Industry Partner-NSTI Bhubaneswar

Form Tech-2: Details of the Bidder and Attestation

(To be printed on the letterhead of the Bidder / Lead Member of Consortium)

Sl. No.	Particulars	Details to be Furnished
1	Name of the Bidder	_____
2	Eligible Applicant Type	☐ Industry Partner (including PSU) ☐ Industry Association ☐ Consortium ☐ Industry-led Foundation (CSR / Philanthropy arm) ☐ Industry-promoted Academic / Training Institution
3	In case of Consortium, name of the Lead Bidder	_____
4	Legal Status of the Bidder	☐ Proprietorship ☐ Partnership ☐ Limited Liability Partnership (LLP) ☐ Private Limited Company ☐ Public Limited Company ☐ Section 8 Company ☐ Registered Society ☐ Registered Trust ☐ Public Sector Undertaking ☐ Others (please specify): _____
5	Registered Address of the Bidder	_____
6	Year of Incorporation / Registration No. / CIN / LLPIN (as applicable)	_____
7	PAN Number	_____
8	GSTIN	_____
9	Authorized Signatory Details	Name: _____ Contact No.: _____ Email ID: _____ Official Address: _____
10	Bar / Blacklisting Status	(i) Has the Bidder been barred by any Central / State Government or PSU? YES / NO (ii) If yes, does the bar subsist as on the date of Bid? YES / NO
11	Past Contract Performance	Has the Bidder paid liquidated damages exceeding 5% of contract value or been penalized in the last three years? YES / NO If yes, attach details on separate sheets.
12	Conflict of Interest / Past Debarment	☐ No conflict of interest / No prior debarment

Declaration

We hereby declare that the information furnished above is true and correct to the best of our knowledge and belief. If any discrepancy is found at any stage, our Proposal may be rejected, and we shall be liable for any consequences as per applicable laws.

Signature of Authorized Signatory

Name & Designation:

Duly authorized to sign bid for and on behalf of:

[Sole Bidder / Lead Member of consortium, Address, Seal]

RFP for Selection of Lead Industry Partner-NSTI Bhubaneswar

Form Tech-3: Certification of Turnover /Financial Capability

(On the letterhead of the Chartered Accountant)

Date: _____

To:

Subject: Certification of Financial Capability

We have examined the books of accounts and other relevant records of *(Name of Bidder and address.)* Based on such examination and according to the information and explanations provided to us, and to the best of our knowledge and belief, we hereby certify that the annual turnover and net worth for the following financial years are as detailed below:

Financial Year	Turnover (Rs.) in lakhs	Net Worth (Rs. in lakhs)
2022-23		
2023-24		
2024-25		

The above figures have been computed in accordance with the definition of Net Worth provided in Section 3 of this RFP, applicable accounting standards, and are consistent with the audited financial statements of the Bidder.

Chartered Accountant Details:

Signature: _____

Name: _____

Designation: _____

Membership Number: _____

Date: _____

Company Seal: _____

Business Address: _____

UDIN:

Note: This certificate shall be submitted by for sole bidders and lead member in case of consortium

Form Tech 4: CA Certificate for Number of Employees

TO WHOMSOEVER IT MAY CONCERN

This is to certify that, based on verification of the records and Employee Provident Fund (EPF) filings and other relevant documents of *[Name of Bidder]*, having its registered office at *[Address]*, the total number of employees of the company as on *[Date –last day of the month preceding the bid date]* is *[Number]*.

UDIN:

Place: _____ Date: _____

Signature: _____

(Name and Seal of the Chartered Accountant/Statutory Auditor)

Membership No: _____

Form Tech 5 A: Power of Attorney for Signing of Bid
(On Non-Judicial Stamp Paper of appropriate value)

Know all men by these presents,

We, [Name of Bidder], having our registered office at [Address], do hereby appoint and authorize Mr./Ms. [Name], [Designation], residing at [Address], as our lawful attorney to act in our name and on our behalf in connection with the Bid for “Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute (NSTI), Bhubaneswar and Setting up of National Centre of Excellence (NCoE) located at NSTI Bhubaneswar under Component II of PM-SETU” and to do all acts necessary for that purpose, including:

- i) Signing and submitting the Bid and all related documents;
- ii) Attending pre-bid meetings, providing clarifications, and responding to queries;
- iii) Representing us before the Authority in all matters relating to the Bid;
- iv) Executing undertakings, declarations, and other documents required in connection with the Bid; and
- v) Doing all other acts necessary in connection with the Bid process until finalization of the award.

We hereby agree to ratify and confirm all acts lawfully done by the said Attorney pursuant to this Power of Attorney.

This Power of Attorney is executed on this [date].

For [Name of the bidder]

(Signature, Name, Designation, and Address of Principal)

Witnesses:

- 1.
- 2.

Accepted by:

(Signature, Name, Designation, and Address of the Attorney)

Notarized

This Power of Attorney shall be executed in accordance with the applicable law and the constitutional documents of the Bidder.

The Bidder shall submit, if required, the relevant board resolution or authorization in support of this Power of Attorney.

Form Tech 5B: Power of Attorney for Lead Member of Consortium

(To be executed on non-judicial stamp paper of appropriate value and notarized)

Know all persons by these presents:

We, the undersigned Consortium Members:

M/s., having its registered office at

M/s., having its registered office at

M/s..... , having its registered office at

(collectively, the “Consortium”)

do hereby appoint and authorize:

M/s..... , having its registered office at , one of the Members of the Consortium, as the Lead Member and lawful attorney of the Consortium (the “Attorney”).

We hereby authorize the Attorney to act in our name and on behalf of the Consortium in connection with the Bid for the “Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute (NSTI), Bhubaneswar and Setting up of National Centre of Excellence (NCoE) located at NSTI Bhubaneswar under Component II of PM-SETU” (the “Project”) and to do all acts necessary for that purpose, including

- i) Preparing and submitting the Bid;
- ii) Signing and submitting applications, proposals, undertakings, and other documents;
- iii) Responding to clarifications and queries from the Authority;
- iv) Participating in pre-bid meetings and other discussions;
- v) Receiving and accepting the Letter of Award (LoA);
- vi) Executing agreements, undertakings, and other documents required under the RFP; and
- vii) Representing the Consortium in all dealings with the Authority or any Government Agency in connection with the Project.

We agree to ratify and confirm all acts lawfully done by the Attorney pursuant to this Power of Attorney, and such acts shall be binding on the Consortium and each of its Members.

This Power of Attorney is executed on this _ day of 2026.

For and on behalf of

M/s _____

(Signature)

Name: _____

Designation: _____

For and on behalf of

M/s _____

(Signature)

Name: _____

Designation: _____

For and on behalf of

M/s _____

(Signature)

Name: _____

Designation: _____

Accepted

For M/s _____

(Lead Member of the Consortium)

(Signature)

Name: _____

Designation: _____

(Seal)

Notes:

This Power of Attorney shall be executed on non-judicial stamp paper of the appropriate value (as per applicable State law) and duly notarized.

The Bidder shall submit, if required, the relevant board/shareholder resolutions or authorizations in support of this Power of Attorney.

Form Tech 6: DECLARATION AND UNDERTAKING FOR SUPPORT

(On the Letterhead of Parent / Subsidiary / Group Company /)

Date: _____

To

[Name of Authority]

[Address]

Subject: Declaration and Undertaking for Support to M/s _____ for
[RFP Name & No. _____]

1. Introduction

We, **M/s** _____, having our registered office at _____ (hereinafter referred to as the “Supporting Entity”), hereby submit this Declaration and Undertaking in connection with the bid submitted by **M/s** _____ (hereinafter referred to as the “Bidder”) for the above-mentioned tender.

2. Relationship with the Bidder

We confirm that we are the [**Parent / Subsidiary / Group Company / Affiliate**] of the Bidder.

Details of relationship are as under:

- a) Nature of relationship: _____
- b) Shareholding / Control: _____

Supporting documents are enclosed.

3. Consent to Use Credentials

We hereby unconditionally and irrevocably authorize the Bidder to use our financial and/or technical credentials, including but not limited to turnover, net worth, and employee strength, for the purpose of meeting the eligibility requirements of the above tender.

4. Undertaking of Support

We hereby provide an **unconditional, irrevocable, and legally binding undertaking** that:

- a) We shall provide all necessary financial, technical, and operational support to the Bidder;
- b) Such support shall be available for the entire duration of the contract, including any extensions thereof;
- c) We shall ensure that the Bidder is able to fulfil all obligations under the contract.

5. Responsibility and Liability

We acknowledge that:

- a) The Bidder shall remain primarily responsible for execution of the contract;
- b) We shall, if required by the Authority, provide additional assurances, including agreeing to joint and several liability with the Bidder.

6. Validity

This Declaration and Undertaking shall:

- a) Remain valid for the entire bid validity period; and
- b) In the event of award, continue to remain valid until completion of the contract, including any defect liability / warranty period, as applicable.

7. Declaration

We hereby declare that:

- a) The information provided herein is true and correct;
- b) We are legally competent to issue this undertaking;
- c) This undertaking is binding and enforceable upon us.

For and on behalf of Supporting Entity

Authorized Signatory: _____

Name: _____

Designation: _____

Company Seal

Enclosures:

1. Board Resolution authorizing issuance of this undertaking
2. Proof of relationship with Bidder
3. Certificate of Incorporation / Registration
4. Authorized Signatory proof

Form Tech-7: Strategic Investment Plan (SIP) Submission Format

Name of NSTI	
Contact Name, Title, Tel, Email of bidder/Industries	LIP or LIP lead consortium

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

Guidance on preparation of Strategic Investment Plan (SIP)

Section	Instruction
Introduction	1. Introduction and overview of NSTI including an organization chart. 2. Outline the characteristics of the local community, including the economy, key industries, labor market trends, and population demographics. 3. Identify the primary beneficiaries of the NSTI and specify the key trades and programs that are being offered to align with labour market needs, priorities, and existing skill gaps. 4. Identify the core strengths and opportunities of the institution.
Vision and Mission	1. Provide Vision and Mission statement of NSTI with key strategies, sectoral focus, industry or global partnerships. 2. For example, if the NSTI aspires to become a lead institution in advanced manufacturing training, such sectoral focus may be reflected in the vision and mission statement.
Governance and Management	Provide details of governance and management teams, including capacity building plan and leadership training plan.
New Programs Proposed	Following market surveys and stakeholder consultation, provide a roadmap to develop courses such as: • Long-term programs (CTS, CITS, Diploma, Advanced Diploma or Degree, including joint programs) • Industry-certified programs • Modules for in-service training programs for ITI instructors Trade-specific, pedagogical, leadership, and other relevant short-term courses may be developed to fill knowledge and skills gaps of ITI instructors.
Centres of Excellence	1. Provide roadmap for establishment of Global Centres of Excellence (CoEs). 2. Sector-specific CoEs may be proposed based on economic needs, industry demand and global partnerships. 3. Industry partner details may be attached with SIPs. 4. Foreign language training programs requirement may also be incorporated where relevant.
Centre for Industrial Collaboration (CIC)	Provide roadmap for establishment of Centres for Industrial Collaborations (CIC).
Centre for TVET Practitioners Development	Provide roadmap for establishment of Centre for TVET Practitioners Development.
Centre for Research Innovation and Entrepreneurship	Provide roadmap for establishment of Centre for Research Innovation and Entrepreneurship.
Training and Engagement of Trainer	Provide roadmap for engagement of trainers and capacity building of the existing pool of trainers.
Infrastructure Development Plan (including digital infrastructure)	1. Develop infrastructure upgradation plan for NSTIs. 2. Preparatory activities may include Infrastructure Audit. 3. Modernizing training facilities with industry-grade equipment. 4. Include sustainable practices. 5. Plan for upgradation of support facilities such as hostels, sports facilities, innovation labs etc.
Student Placement and Alumni Services	Define roadmap for Academia–Industry collaborations, placement and alumni services.
Gender and Inclusion	Provide roadmap for accessibility and inclusivity.

Sustainability and Revenue Generation	Provide plan for sustainability, including both institutional and financial sustainability. This may include: • Revenue from the Production Centres • CSR contributions • Fees from students and working professionals • Revenue from corporate training, consultancy, recruitment, and research space for MSMEs.
Measuring Performance and Outcomes	Describe mechanisms for monitoring project implementation, evaluating outcomes, and conducting impact assessments. Include a review mechanism and proposed Key Performance Indicators (KPIs).
Stakeholder Engagement and Communication	Provide strategy for ongoing stakeholder engagement and communication to re-brand the NSTI and promote the new-age courses.

Form Tech -8: SIP Implementation & Evaluation Matrix

Bidders should refer to the instructions in Section 3 Part B while preparing these details

Component	Parameter (as per evaluation framework)	Bidder's to submit detailed Proposal w.r.t. each parameter
A. Introduction & Institutional Context	NSTI Overview – Institutional profile, governance structure, infrastructure, training capacity	
	Local Economy & Labour Market Analysis – Industry demand, demographics, migration trends	
	Beneficiaries & Program Alignment – Target groups and alignment with skill gaps	
	Vision & Mission – Sector focus, future roadmap, partnerships	
B. Governance and Management	Governance Framework – IMC participation, decision-making structure, HR roadmap	
	Legal & Institutional Readiness – MoUs, consortium roles, institutional commitment	
	Sustainability & Long-Term Engagement – Minimum 5-year commitment and roadmap	
C. New Programs Proposed	Long-term Programs – CTS/CITS/Diploma/Degree with NSQF alignment	
	Industry-Certified Programs – Sector-aligned certifications and instructor development	
	Global/CoE Programs – Foreign language training and international collaborations	
D. Roadmap for CoE/CIC/TVET/Research Centres	Establishment of CoE/CIC/TVET/Research Centres – Sector focus and implementation roadmap	
	Innovation, R&D & Entrepreneurship Initiatives	
	Global Exposure – International linkages and language integration	

Component	Parameter (as per evaluation framework)	Bidder's to submit detailed Proposal w.r.t. each parameter
E. Training and Engagement of Trainers	Trainer Engagement & Competency Development Plan	
	Training of Trainers (ToT), Industry Exposure, Partnerships	
	Performance Management & Incentive Framework	
F. Infrastructure Development Plan	Labs & Workshop Modernization – Industry-aligned infrastructure	
	Digital Infrastructure – LMS, smart classrooms, simulators	
	Safety, Hygiene & Accessibility Improvements	
G. Student Placement and Alumni Services	Mobilization & Placement Strategy	
	Industry Tie-ups, Apprenticeship/OJT & Placement Tracking	
	Alumni Engagement Systems	
H. Gender and Inclusion	Women Empowerment Initiatives	
	SC/ST & Disadvantaged Group Outreach	
	Accessibility & Assistive Technologies	
	Campus Safety & Grievance Systems	
I. Sustainability & Revenue Generation	Revenue Generation Model – Production centres, CSR, training services	
	Financial Efficiency – CAPEX/OPEX optimization	
	Green & Sustainable Campus Initiatives	
	Risk Mitigation & Business Continuity Plan	
J. Measuring Performance & Outcomes	Academic & Training Monitoring Mechanisms	
	Placement & Outcome Tracking	
	MIS Dashboards, KPIs & Review Systems	
	Third-party Evaluation & Audit Mechanism	

Component	Parameter (as per evaluation framework)	Bidder's to submit detailed Proposal w.r.t. each parameter
K. Stakeholder Engagement & Communication	Industry/Government/Academia Engagement Strategy	
	Communication, Branding & Outreach Plan	
	IMC/Advisory Committee Consultations	
L. Presentation on Roadmap of Upgradation of NSTI Bhubaneswar		

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____

Company Seal:

Form Tech 9: Five-Year Investment Plan Budget

Particulars	Investment Activity	Five-Year Target	Y1		Y2		Y3		Y4		Y5		Total Investment (Rs.)
			CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	
1. Governance & Management	IMC operational setup (meetings, admin, compliance)												
	Legal & institutional setup (MoUs, agreements, registrations)												
2. New Programs & Course Implementation	Introduction of CTS/CITS/Diploma/Degree programs												
	Industry-certified programs												
	Global/foreign language programs												
3. CoE / CIC / TVET / Research Centres	Establishment of CoE / sector-specific labs												
	Industry Collaboration Centres (CIC)												
	R&D / Innovation / Incubation setup												
4. Training & Engagement of Trainers	Trainer engagement & HR deployment												
	Training of Trainers (ToT), certifications												

Particulars	Investment Activity	Five-Year Target	Y1		Y2		Y3		Y4		Y5		Total Investment (Rs.)
			CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	
	Industry exposure / workshops												
5. *Infrastructure Development	Labs & workshop modernization												
	Machinery & equipment procurement												
	Hostel & campus infrastructure												
	Safety, accessibility & compliance works												
6. Digital & Technology Systems	Smart classrooms setup												
	LMS & digital learning systems												
	Simulation / AR/VR / EdTech tools												
7. Student Services & Industry Linkages	Mobilization & outreach activities												
	Placement cell operations												
	Apprenticeship / OJT facilitation												
	Alumni management systems												
	Women empowerment initiatives												

Particulars	Investment Activity	Five-Year Target	Y1		Y2		Y3		Y4		Y5		Total Investment (Rs.)
			CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	
8. Inclusion & Accessibility	SC/ST outreach programs												
	Assistive technologies / inclusive infrastructure												
9. Monitoring & Evaluation Systems	MIS systems & dashboards												
	Third-party evaluation / audit												
	Data tracking systems (training/placement)												
10. Grievance Redressal & Safety	Grievance redressal system												
	CCTV & campus surveillance												
11. Sustainability & Revenue Generation	Production/service centres setup												
	Industry services / consultancy												
	Green energy & sustainability initiatives												
12. Stakeholder Engagement &	Branding & outreach campaigns												
	Industry / institutional engagement programs												

Particulars	Investment Activity	Five-Year Target	Y1		Y2		Y3		Y4		Y5		Total Investment (Rs.)
			CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	CAPE X	OPE X	
Communication													

**Costs already accounted for in other activities shall not be included in this activity*

Summary Table

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Total CAPEX					
Total OPEX					
Total (CAPEX + OPEX)					

Form Tech -10: Declaration for non-debarment

Date:

To

Designated Officer, Project authority

This is to (hereby confirms that M/S -----(name of the firm) have not been sanctioned under the World Bank and Asian Development Bank system of debarment and cross-debarment.

Should this declaration found to be false then Borrower has the right to declare the proposal /bid as non-responsive.

With Regards

Name of authorized person

Designation

Authorized Signatory: _____

Name & Designation: _____

For and on behalf of Consultant: _____

(Seal of the Firm)

Form Tech 11- Bid Security Declaration Form

(To be submitted on Bidder's Letterhead)

To,

[Name of the RFP Inviting Authority]

[Full Address of the Authority]

Ref: RFP No. _____

RFP Title: _____

Subject: Bid Security Declaration in lieu of Earnest Money Deposit (EMD)

Sir/Madam,

We, the undersigned, hereby solemnly declare that:

- 1) We understand that, as per the conditions of this RFP, the Proposal is required to be supported by a Bid Security Declaration in lieu of Earnest Money Deposit (EMD).
- 2) We unconditionally accept all the terms and conditions of this Bid Security Declaration.
- 3) We understand that we (including all members jointly and severally, in case of a Joint Venture/Consortium) shall be liable for appropriate action, including suspension or debarment from participation in tenders of the Authority, for a period as deemed appropriate (including up to two (2) years) or as per applicable Government rules., if we breach our obligations under the RFP conditions, including if we:
 - a) Withdraw, amend, impair, or derogate from our Proposal during the Bid Validity Period; or
 - b) Upon being notified of the acceptance of our Proposal during the Bid Validity Period:
 - (i) Fail or refuse to furnish required documents for verification or to submit the Performance Security within the stipulated time; or
 - (ii) Fail or refuse to sign the Agreement/Contract, if required.
- 4) We further understand that this Bid Security Declaration shall remain valid:
 - a) For the entire Bid Validity Period (including any extension thereof); and
 - b) Till submission of the Performance Security, in case we are declared the successful Bidder.

Authorized Signatory:

(Signature with date)

Name: _____

Designation: _____

Name of Bidder: _____

Address: _____

(Seal of the Bidder)

FORM FIN-1: Financial Proposal: Industrial Share Percentage

(To be submitted on the Letterhead of the Bidder / Lead Member of Consortium)

RFP Title: Selection of Lead Industry Partner (LIP) for Capacity Augmentation of National Skill Training Institute and Setting up of National Centre of Excellence (NCoE) located at under Component II of the Pradhan Mantri Skilling and Employability Transformation through Upgraded ITIs (PM-SETU).

A. Bidder's Financial Commitment (Its Share)

Sl. No.	Description	% Against Five-Year Investment Plan Budget
1	Share committed by the Bidder (as % of Total Project Cost)	_____ %

B. Declaration

1. We confirm that the Industry Share quoted above is firm and binding for the duration of the Bid Validity period as specified in the RFP.
2. We understand that this percentage represents our mandatory financial contribution towards the project, to be channelled through the Society (IMC).
3. We confirm that this bid is compliant with the PM-SETU Scheme Guidelines and all subsequent Corrigenda.
4. In the event of being selected, we undertake to provide the necessary bank guarantees/performance security based on this committed value.

Authorized Signatory

Name: _____ Signature: _____

Designation: _____ Date: _____

Seal: _____

In case of Consortium: This form shall be signed by the Lead Member, and the commitment shall be jointly and severally binding on all members.

Section 7 –Annexures

Annexure-A

Brief of Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM SETU)

Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM SETU) is proposed as Centrally Sponsored Scheme as per announcement, made under Budget 2024-25 and Budget 2025-26 with outlay of ₹ 60,000 crore (Central Share: ₹ 30,000 crore, State Share: ₹ 20,000 crore and Industry Share: ₹ 10,000 crore), with co-financing to the extent of 50% of Central share by the Asian Development Bank and the World Bank, equally.

The scheme comprises of the following two components:

- a) Component I: Upgradation of 1,000 Government ITIs in hub and spoke arrangement with industry aligned revamped trades (courses).
- b) Component II: Capacity Augmentation of five (5) National Skill Training Institutes (NSTIs)(Including setting up of five NCOEs for skilling).

Key features of component I:

- a) One thousand (1,000) Government ITIs (200 as hub ITIs and 800 as spoke ITIs) to be upgraded in hub and spoke arrangement. A hub ITI will have on an average, four (4) spoke ITIs. All upgraded ITIs equipped with state-of-the-art infrastructure, machinery, and equipment.
- b) For upgradation of ITIs in hub and spoke arrangements, an institutional structure of Special Purpose Vehicle (SPV) shall be established by bringing in a credible Anchor Industry Partner (AIP), along with other industry partners, if required, to manage the hub and spoke cluster/s and deliver agreed outcome-based training and employment outcomes.
- c) Introduction of new courses based on jobs/occupations and competencies required in the identified sector/industry segment, with required flexibility in duration and pedagogy.
- d) To redesign existing courses to align with industry needs and improve employability. High-demand traditional courses to be revamped with upgraded curricula and modern technology.
- e) Specialized short-term courses for both ITI and non-ITI (Engineering, Diploma, working professionals) candidates.

Key features of Component II:

- a) Upgradation of infrastructure for better Training of Trainer (ToT) facilities in five (5) NSTI namely in Bhubaneswar, Chennai, Hyderabad, Kanpur and Ludhiana.
- b) Setting up sector-specific National Centres of Excellence for Skilling with global partnership in each of the five (5) NSTIs.
- c) NSTIs will offer wider range of skill certification level with multiple entry and exit options.
- d) NSTIs will have institutional autonomy through Institute Management Committees (IMCs), ensuring greater flexibility in course design and execution.

Broad roles of Industry (non-exhaustive):

1. The LIP serves as a critical partner, leading IMC formation, strengthening NSTI operations through IMC, and contributing to industry-aligned course design, trainer deployment, instructor capacity building, and on-the-job training.
2. Participate in RFP as Lead Industry Partner to form LIP.
3. Sign MOU for collaboration and upgradation, offering managerial/administrative/implementation support under the scheme.
4. Actively participate in various committees and boards within the Governing Body to provide expertise and guide strategic direction.
5. Contribute Industry Share under the scheme to LIP for upgradation of NSTI and creation of NCoE (Including CSR)

Annexure -1: Base Line Data of NSTI - Bhubaneswar

Brief

National Skill Training Institute (NSTI) Bhubaneswar is a leading vocational training institute under Directorate General of Training (DGT), Ministry of Skill Development & Entrepreneurship (MSDE), Government of India.

It was Established in 1982 as the Model Industrial Training Institute (MITI) at Choudwar, Cuttack, the institute has grown steadily to meet the evolving needs of India's skill ecosystem. It was later upgraded to an Advanced Training Institute (ATI) in 2014-15, introducing instructor training through the Craft Instructor Training Scheme (CITS). In 2018-19, it was re-designated as NSTI Bhubaneswar, expanding its scope to advanced skill development and instructor training.

Today, NSTI Bhubaneswar offers a blend of traditional trade training under CITS along with emerging skill programmes under CTS.

Infrastructure	Choudwar Campus (Cuttack) • Workshop for 2 trades (Fitter and Welder) • Store • Washroom NSIC Building (Bhubaneshwar) • Administrative Block • Multimedia Hall • Conference Hall • Dining Room • Workshops - 5 • Classrooms - 3 • Washroom NSTI Plus (Under Construction)) (Jatni) • Administrative & Academic Block G+3 (8000 Sqm.) • Workshop Block G+1 (2000 Sqm.) • Hostel Building G+5 (Boys: 300 Bed) & G+3 (Girls:150 Beds) • Staff Quarter (T-IV, T-III; 04 Nos each) • Services & Miscellaneous Building
Trade Offered	CITS (Seating Capacity - 225)
CITS	1. Electrician 2. Fitter 3. Welder 4. CSA 5. Electronics-Mechanic
CTS	CTS (Seating Capacity - 68)
	1. Solar Technician 2. Drone technician 3. AIPA

MoU Signed	• ICICI Foundation – AR/VR Lab (CSR) • IIRS–ISRO Outreach Programme • AWS Academy – integrated cloud skills. • IBM ADIT – Advanced Diploma in IT, Networking & Cloud Computing.
------------	--

Number Of Trainees Enrolled in Last Three Years under CITS and CTS

Trainees trained in last three admission sessions (2023-24, 2024-25, 2025-26)						
Sl No	Scheme	Admission Session	Trade	Total	Female	Male
1	CITS	2023-24	Fitter	22	2	20
			Electrician	20	14	6
			Welder	7	0	7
			Electronics Mechanic	12	5	7
			Computer Software Application	10	4	6
	CTS		Solar Technician (Electrical)	8	0	8
2	CITS	2024-25	Fitter	18	3	15
			Electrician	18	7	11
			Welder	11	0	11
			Electronics Mechanic	10	3	7
			CSA	14	5	9
	CTS		Solar Technician (Electrical)	6	1	5
			Drone Technician	12	3	9
3	CITS		Fitter	38	4	34
			Electrician	20	4	16
			Welder	28	8	20
			Electronics Mechanic	16	7	9

		2025-26	CSA	19	9	10
			Solar Technician (Electrical)	8	2	6
	CTS		Drone Technician	6	0	6

Number of Trainees Trained in Short Term Training

S No	Scheme	Trade	Batch	Trained
1	PM Surya Ghar Muft Bijli Yojna	Rooftop Solar PV Trainer ToT (NSQF Level 4)	6	73
2		Rooftop Solar PV Trainees (NSQF Level 3)	6	73

Budget expenditure of the Last Three Financial Years

Rs. (in thousand)

Recurrent Expenditure (OPEX)/ Capital Expenditure (CAPEX)	FY 23-24	FY 24-25	FY 25-26
OPEX	47841	45739	47191
CAPEX	91515	206528	142492

Annexure 2: Submission of Pre-Proposal Queries

[On the Letterhead of the Bidder]

Date: / /20__

To,

Subject: Submission of Pre-Proposal Queries – RFP for *[Title of Assignment]*

Sir/Madam,

We, the undersigned, refer to the Request for Proposal (RFP) dated [insert date], issued by [Authority name] for “*[Title of Assignment]*”.

In accordance with the provisions of the RFP, we hereby submit our queries/clarifications for your kind consideration. The queries have been consolidated in the prescribed format below.

We request you to kindly provide clarification/confirmation on the same. This will enable us to submit a comprehensive and well-aligned proposal in line with the requirements of the RFP.

We thank you for the opportunity to participate in this process and look forward to your response.

S. No.	RFP Section / Clause No.	Page No.	Existing Provision in the RFP	Query / Clarification Sought	Suggested Modification (if any)

Yours faithfully,

(Authorized Signatory)

[Name & Designation]

[Bidder Firm Name]

[Contact Details]

Annexure 3: Declaration on Consortium (if applicable)
(To be submitted on the Letterhead of the Lead Member)

Date: _____
RFP Reference No.: _____

To

Subject: Declaration regarding Consortium for the proposal for [Name of Assignment]

Dear Sir/Madam,

We, the undersigned Members of the Consortium, hereby submit our proposal for the above-mentioned assignment in response to RFP No. _____ dated _____.

We hereby declare and confirm the following:

1. Constitution of the Consortium

We have formed a Consortium solely for the purpose of submitting this proposal and, if awarded, for executing the Contract for the Project. The Members are:

- **Lead Member:** [Name], incorporated under the laws of [Country], having its registered office at [Address].
- **Member 2:** [Name], incorporated under the laws of [Country], having its registered office at [Address].
- **Member 3 (if applicable):** [Name], incorporated under the laws of [Country], having its registered office at [Address].

2. Lead Member Authorization

We hereby designate [Name of Lead Member] as the Lead Member and authorize it to act on behalf of all Members in all matters relating to this proposal and the Agreement, including but not limited to:

- a) signing and submitting all documents;
- b) receiving and responding to communications;
- c) making representations, undertakings, and commitments; and
- d) binding the Consortium in respect of all obligations under the Agreement, including execution of the Project.

3. Roles and Responsibilities

Sr. No.	Member Name	Role	Key Responsibilities
1	Lead Member		
2	Member		
3	Member		

4. Joint and Several Liability

We acknowledge and agree that all Members of the Consortium shall be jointly and severally liable to the Authority for the due performance of all obligations under the Agreement.

Such liability shall not be limited or affected by any internal arrangement among the Members. The composition of the Consortium shall not be altered, nor shall any Member withdraw, without the prior written consent of the Authority until completion of all obligations under the Agreement.

5. Acceptance of Terms

We confirm that we have carefully read and understood the RFP and all provisions relating to Consortiums. We acknowledge that any misrepresentation or breach of this Declaration may result in rejection of our proposal, termination of the Agreement, and forfeiture of applicable securities/guarantees, as applicable.

Declaration

We submit this Declaration as a true and binding statement of our intent, commitment, and capability to execute the Project in accordance with the RFP and the Agreement.

For and on behalf of the Members of the Consortium

Authorized Signatory — Lead Member

Name: _____

Designation: _____

Date: _____

Seal & Address: _____

Authorized Signatory — Member(s)

Name: _____

Designation: _____

Date: _____

Seal & Address: _____

Annexure 4: Bank Guarantee Format for Performance Security

(The Bank Guarantee shall be on a Stamp Paper of appropriate value)

Ref Bank Guarantee No.....

Date.....

To

Whereas M/s.....with its Registered/ Head Office at..... (name and address of the Bidder, hereinafter called “the Bidder”, which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators, executors and assigns) has undertaken, in pursuance of contract no date..... to delivery (description of Services) (hereinafter called “the contract”).

And Whereas you (unless repugnant to the context or meaning thereof, including your successors, administrators, executors and assigns) have stipulated in the said contract that the Bidder shall furnish you with a bank guarantee by a Commercial bank for the sum specified therein as security for compliance with its obligations as per the contract;

And Whereas we with our Head Office at..... (name and address of the Bank, hereinafter referred to as the ‘Bank’, which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators, executors and assigns) have agreed to give the Bidder such a bank guarantee.

Now, Therefore, we hereby affirm that we are guarantors and responsible to you, on behalf of the Bidder, up to a total of(amount of the guarantee in words and figures), and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the contract and without cavil or argument, any sum or sums within the limits of (amount of guarantee) as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein, notwithstanding any difference between you and the Bidder or any dispute pending before any Court, Tribunal, Arbitrator or any other authority.

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

The Bank undertakes not to revoke this guarantee during its currency without your previous consent and further agrees that the guarantee herein contained shall continue to be enforceable till you discharge this guarantee. This guarantee will not be discharged due to a change in the constitution of the Bank or the Bidder’s.

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

This guarantee shall be valid until theday of20.....

Our.....branch at.....*(Name & Address of the
.....*(branch) is liable to pay the guaranteed amount depending on the filing of a claim
and any part thereof under this Bank Guarantee only and only if you serve upon us at our*
branch a written claim or demand and received by us at our* branch on or before
Dt..... otherwise, the bank shall be discharged of all liabilities under this guarantee after that.

(Signature of the authorized officer of the Bank)

.....

.....

Name and designation of the officer

.....

Seal, name & address of the Bank and address of the Branch

*Preferably at the authority's headquarters competent to sanction the expenditure for procurement of
goods/services or at the concerned district headquarters or the state headquarters.

Section 8 –Appendix

Appendix-1

PM-SETU-Guidelines-Component-II- Capacity Augmentation of Five (5) National Skill Training Institutes (NSTIs) and setting up of Five (5) National Centre of Excellences

chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://dgt.gov.in/sites/default/files/2025-10/PM-SETU-Guidelines-Component-II-Capacity-Augmentation-of_NSTI.pdf

Appendix-2

Code of Integrity and Applicable Anti-Corruption Guidelines and Letter of Acceptance of the World Bank's Anticorruption Guidelines and Sanctions Framework

Part-A

Code of Integrity and Applicable Anti-Corruption Guidelines

- (1) The WB “Guidelines on Preventing and Combating Fraud and Corruption in Program for Results Financing” dated February 1, 2012, and revised on July 10, 2015, and ADB’s Anticorruption Policy dated July 1998, as amended from time to time (collectively referred to as the “Guidelines”.) shall apply to this activity which is within the Program Boundary. Accordingly, the following shall be applicable:
- (i) *Bidder shall prepare and furnish to the Borrower and/or the Bank, all such information that the Borrower, and/or the Bank shall reasonably request in relation to the Program.*
 - (ii) *Bidder shall accept the carrying out of inspections by the Borrower and/or the Bank for the monitoring of, and in relation to, the carrying out of the activities under the Program.*
 - (iii) *Any inquiries conducted by the Bank pursuant to these Guidelines are administrative in nature, for the purpose of determining compliance with the Bank’s policies, directives, and procedures. Inquiries include, but are not limited to, the review of relevant accounts, records and other documents, and interviews with relevant persons.*
 - (iv) *The Guidelines address the following defined practices in connection with the Program:¹*
 - (a) A “corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party.²
 - (b) A “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly³ misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
 - (c) A “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.
 - (d) A “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

¹ Unless otherwise specified in the Loan Agreement, whenever these terms are used in the Loan Agreement, including in the applicable General Conditions, they have the meanings set out in paragraph 4 of these Guidelines.

² Typical examples of corrupt practice include bribery and “kickbacks.”

³ To act “knowingly or recklessly,” the fraudulent actor must either know that the information or impression being conveyed is false, or be recklessly indifferent as to whether it is true or false. Mere inaccuracy in such information or impression, committed through simple negligence, is not enough to constitute fraudulent practice. ¹⁰ As used in the definition of “obstructive practice”, the term “investigation” includes any inquiry undertaken under these Guidelines.

- (e) An “obstructive practice” is (i) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation¹⁰ into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or (ii) acts intended to materially impede the exercise of the Bank’s contractual rights of audit or access to information.
- (f) “abuse” means theft, waste or improper use of assets related to ADB-related activity, either committed intentionally or through reckless disregard.
- (g) “conflict of interest” means any situation in which a party has interests that could improperly influence that party’s performance of official duties or responsibilities contractual obligations, or compliance with applicable laws and regulations.
- (h) “integrity violation” is any act, as defined under ADB’s Integrity Principles and Guidelines (2015, as amended from time to time) which violates ADB’s Anticorruption Policy (1998, as amended from time to time), including (a) to (g) above, and the following: violations of WB and ADB sanctions, retaliation against whistleblowers or witnesses, and other violations of ADB’s Anticorruption Policy (1998, as amended from time to time), including failure to adhere to the highest ethical standard.

The above practices, as so defined, are referred to collectively in these Guidelines as “Fraud and Corruption.”

- (c) Ensure that Bid document includes a self-declaration which will be signed and submitted by the bidder that the firm is not subject to ineligibility or has not been sanctioned under the Bank system of debarment and cross-debarment The Bidder is required to fill up the declaration as provided at Annex

Appendix -2

Part-B

Letter of Acceptance of the World Bank's Anticorruption Guidelines and Sanctions Framework

Date:

Invitation of Bids/Proposals No. To:

We, along with our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not) consultants and personnel, acknowledge and agree to abide by the World Bank's policy regarding Fraud and Corruption (corrupt, fraudulent, collusive, coercive, and obstructive practices), as set out and defined in the World Bank's Anti-Corruption Guidelines² in connection with the procurement and execution of the contract (in case of award), including any amendments thereto.

We declare and warrant that we, along our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not), consultants and personnel, are not subject to, and are not controlled by any entity or individual that is subject to, a temporary suspension, early temporary suspension, or debarment imposed by a member of the World Bank Group, including, inter alia, a cross-debarment imposed by the World Bank Group as agreed with other international financial institutions (including multilateral development banks), or through the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement. Further, we are not ineligible under the laws or official regulations of [Insert name of Employer as per bidding document] or pursuant to a decision of the United Nations Security Council.

We confirm our understanding of the consequences of not complying with the World Bank's Anti-Corruption Guidelines, which may include the following:

- a. rejection of our Proposal/Bid for award of contract;
- b. in the case of award, termination of the contract, without prejudice to any other remedy for breach of contract; and
- c. sanctions, pursuant to the Bank's Anti-Corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework. This may include a public declaration of ineligibility, either indefinitely or for a stated period of time, (i) to be awarded or otherwise benefit from a Bank-financed

1. This document shall be signed by each bidder/proposer/consultant and submitted as part of its bid/proposal. In case of award, this document shall be subsequently form an integral part of the awarded contract.

2. Guidelines on Preventing and Combating Fraud and Corruption in Program for results financing, Dated February 1, 2012 and Revised July 10, 2015, as they may be revised from time to time.

contract, financially or in any other manner; ³ (ii) to be a nominated⁴ sub-contractor, subconsultant, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project.

We understand that we may be declared ineligible as set out above upon:

- a. completion of World Bank Group sanctions proceedings according to its prevailing sanctions procedures;
- b. cross-debarment as agreed with other international financial institutions (including multilateral development banks);
- c. the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement; or
- d. temporary suspension or early temporary suspension in connection with an ongoing World Bank Group sanctions proceeding.

For avoidance of doubt, the foregoing effects of ineligibility do not extend to a sanctioned firm's or individual's execution of its ongoing Bank-financed contracts (or its ongoing sub-agreements under such contracts) that are not the subject of a material modification, as determined by the Bank.

We shall permit, and shall cause our sub-contractors, sub-consultants, agents (whether declared or not), personnel, consultants, service providers or suppliers, to permit the Bank to inspect⁵ all accounts, records, and other documents relating to the procurement process and/or contract execution (in the case of award), and to have them audited by auditors appointed by the Bank.

We agree to preserve all accounts, records, and other documents (whether in hard copy or electronic format) related to the procurement and execution of the contract.

³ _ _ _ _ _

3. For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification or initial selection), expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

4. A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the bidding document) is one which has been: (i) included by the bidder in its pre-qualification or initial selection application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

5. Inspections in this context are usually investigative (i.e., forensic) in nature: they involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to accessing and examining a firm's or

individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data, and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third-party verification of information.

Name of the Bidder/Proposer/Consultant:

Name of the person duly authorized to sign the Bid/Proposal on behalf of the Bidder/Proposer/ Consultant:

Title of the person signing the Letter:
