GOVERNMENT OF MEGHALAYA

Department of Labour, Employment & Skill Development

DIRECTORATE OF EMPLOYMENT & CRAFTSMEN TRAINING

Shillong, Meghalaya

REQUEST FOR PROPOSAL (RFP)

SHILLONG CLUSTER

Request for Proposal for Selection of an Anchor Industry Partner for Upgradation, Transformation and Sustainable Industry-Led Operation of the Shillong Cluster under the Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM-SETU) Scheme in Meghalaya

Hub: Government ITI Shillong

Spokes: Government ITI Jowai; Government ITI Sohra; Government ITI Nongpoh; Government ITI Nongstoin; Government ITI (Women) Shillong; Government ITI Khliehriat; Government ITI Mawkyrwat

Geographical focus: Khasi–Jaintia region

Cluster	Shillong Cluster (Hub: Government ITI Shillong)
RFP Reference No.	DET-177/2026/RFP-AIP/Shg
Date of Issue	24th October 2026
Method of Selection	Quality and Cost Based Selection (QCBS) – single-stage, two-envelope (Technical and Financial)
Mode of Submission	Offline – hard copy in sealed envelopes at the Office of the Director, Directorate of Employment & Craftsmen Training, Grove Site Building, Keating Road, Shillong-793001, Meghalaya
Last Date and Time for Submission	23rd November 2026, 15:00 hrs IST

Issued by

The Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya

Grove Site Building, Keating Road, Shillong – 793001, Meghalaya

Disclaimer

The information contained in this Request for Proposal ("RFP"), or subsequently provided to Bidders in documentary, electronic or any other form by or on behalf of the Directorate of Employment & Craftsmen Training, Government of Meghalaya (the "Authority"), its officers, employees or advisers, is provided on the terms and conditions set out in this RFP.

This RFP is not an agreement and is neither an offer nor an invitation by the Authority to enter into a contract with any person. Its purpose is to provide interested parties with information that may be useful to them in preparing their Proposals. It includes statements that reflect assumptions and assessments made by the Authority in relation to the Shillong Cluster. Such assumptions, assessments and statements do not purport to contain all the information that a Bidder may require, and may not be complete, accurate, adequate or correct.

Each Bidder shall conduct its own investigation and analysis, verify the accuracy, adequacy, reliability and completeness of the information in this RFP, and obtain independent advice. Information in this RFP that depends on interpretation of law is not an exhaustive or authoritative statement of law. The Authority accepts no responsibility for any interpretation or opinion expressed herein.

Baseline data on institutions, trades, units and seats are drawn from departmental records. Indicative financial figures are derived from the published PM-SETU ceilings and funding ratios. They are illustrative and do not constitute an approved budget, a costed estimate, or a commitment by the Government of India or the Government of Meghalaya to release any amount.

The Authority, its officers and advisers make no representation or warranty and shall have no liability to any person, including any Bidder, under any law, statute, rule or regulation, or in tort, restitution or unjust enrichment, for any loss, damage, cost or expense arising from anything contained in this RFP or from participation in the Selection Process, including reliance on any statement in this RFP, whether arising from negligence or otherwise.

The Authority may, in its sole discretion and without being under any obligation to do so, update, amend or supplement this RFP through a corrigendum or addendum published on the website of the Authority. The issue of this RFP does not bind the Authority to select any Bidder or to appoint an Anchor Industry Partner for the Shillong Cluster, and the Authority reserves the right to reject any or all Proposals, or to annul the Selection Process, at any time before execution of the Agreements, without incurring liability and in accordance with applicable procurement rules.

Each Bidder shall bear all costs of preparing and submitting its Proposal, including site visits, inspections, assessments of the Hub and Spoke ITIs, presentations and clarifications. The Authority shall not be liable for such costs regardless of the conduct or outcome of the Selection Process.

Definitions and Abbreviations

In this RFP, unless the context otherwise requires, the following terms have the meanings set out below. Terms not defined here have the meanings given in the PM-SETU Guidelines.

Term	Meaning
Affiliation Plan	The trade-wise plan, forming part of the SIP, for aligning the trades of all Shillong Cluster ITIs, and new and redesigned courses, with NCVET/DGT affiliation norms, prepared under Clause 6.4 of Section 6.
Agreements	Collectively, the Shareholders' Agreement, the License Agreement and any other agreement executed under this RFP for the Shillong Cluster.
AIP / Anchor Industry Partner	The Selected Bidder appointed under this RFP to lead the upgradation, transformation and industry-led operation of the Shillong Cluster through the SPV.
AOP	Annual Operational Plan, including the Annual Work and Budget Plan, prepared by the SPV for each Financial Year under the approved SIP.
Applicable Law	All laws, rules, regulations, notifications, orders and binding guidelines in force in India and in the State of Meghalaya, including the PM-SETU Guidelines.
Authority	The Directorate of Employment & Craftsmen Training (DECT), Government of Meghalaya, acting through its Director, or any officer authorised by the Director.
Bid / Proposal	The Technical Proposal and Financial Proposal submitted by a Bidder in response to this RFP.
Bidder	A Sole Bidder or a Consortium that submits a Proposal under this RFP.
Bid Due Date	The last date and time for submission of Proposals specified in the Data Sheet, as extended by corrigendum.
Shillong Cluster	The Hub-and-Spoke cluster comprising Government ITI Shillong (Hub) and Government ITI Jowai, Government ITI Sohra, Government ITI Nongpoh, Government ITI Nongstoin, Government ITI (Women) Shillong, Government ITI Khliehriat, Government ITI Mawkyrwat (Spokes), as may be modified under Clause 5.12 of Section 5.
Consortium	A group of not more than four (4) eligible entities submitting a joint Proposal under a Joint Bidding Agreement, led by a Lead Member.
Contract Term	The Initial Term together with any Extension Term approved under Clause 5.10 of Section 5.
Effective Date	The date on which the License Agreement is executed by all parties and all conditions precedent stated therein are satisfied or waived.
Escrow Account	The designated account of the SPV, operated under escrow or equivalent controls approved by the competent authority, into which Central, State and Industry contributions are deposited and from which approved expenditure is made.
Extension Term	Any extension of the Initial Term granted under Clause 5.10 of Section 5.
Financial Year / FY	The period from 1 April to 31 March.
Hub ITI	Government ITI Shillong.
Industry Contribution	The financial contribution of the AIP to the approved SIP outlay of the Shillong Cluster, comprising the Mandatory Industry Contribution and any Additional Industry Contribution, valued and verified under Clause 5.8 of Section 5.
Mandatory Industry Contribution	The minimum Industry Contribution of seventeen per cent (17%) of the approved SIP outlay of the Shillong Cluster, or such other minimum as the PM-SETU Guidelines prescribe.
Additional Industry Contribution	Industry Contribution committed in the Financial Proposal in excess of the Mandatory Industry Contribution.
KPI	Key Performance Indicator specified in the Performance Framework at Section 5 and finalised in the approved SIP and License Agreement.
License Agreement	The agreement by which the State Government grants the SPV a revocable, non-transferable licence to use specified public land, buildings, equipment and facilities of the Shillong Cluster ITIs for the purposes of the Project, without transfer of ownership.
LoA	Letter of Award issued to the Selected Bidder.
NSC / SSC	The National Steering Committee and the State Steering Committee constituted under the PM-SETU Guidelines.

Term	Meaning
PM-SETU Guidelines	The Guidelines for Component I (Upgradation of ITIs) of the PM-SETU Scheme issued by the Ministry of Skill Development & Entrepreneurship / DGT (September 2025), together with all amendments, clarifications, SOPs and directions issued from time to time.
Project	The upgradation, transformation and industry-led operation of the Shillong Cluster under PM-SETU in accordance with this RFP, the approved SIP and the Agreements.
Scheme Period	The period for which PM-SETU funding has been sanctioned by the Government of India, presently 2025-26 to 2029-30, together with any extension or continuation approved by the Government of India.
Selected Bidder	The Bidder declared H-1 and issued the LoA.
SHA	The Shareholders' Agreement among the AIP, the Central Government (or its nominee) and the State Government (or its nominee) in respect of the SPV.
SIP	The Strategic Investment Plan for the Shillong Cluster, submitted with the Technical Proposal and, after negotiation and approval by the SSC and NSC, the Final SIP.
Spoke ITIs	Government ITI Jowai, Government ITI Sohra, Government ITI Nongpoh, Government ITI Nongstoin, Government ITI (Women) Shillong, Government ITI Khliehriat, Government ITI Mawkyrwat.
SPV	The company to be incorporated under Section 8 of the Companies Act, 2013 exclusively for the Shillong Cluster.
State Government	The Government of Meghalaya.
Website of the Authority	https://dectmeg.nic.in (Tenders section), on which this RFP, corrigenda, responses to queries and notices relating to the Selection Process are published.

Abbreviations

Abbreviation	Expansion
AOP	Annual Operational Plan
BG	Bank Guarantee
CA	Chartered Accountant
CoE	Centre of Excellence
CSR	Corporate Social Responsibility under Section 135 of the Companies Act, 2013
CSTARI	Central Staff Training and Research Institute
CTS	Craftsmen Training Scheme
DECT	Directorate of Employment & Craftsmen Training, Meghalaya
DGT	Directorate General of Training, MSDE
DLI	Disbursement-Linked Indicator
DPDP Act	Digital Personal Data Protection Act, 2023
EMD	Earnest Money Deposit (Bid Security)
EPF/ESIC	Employees' Provident Fund / Employees' State Insurance
FDR	Fixed Deposit Receipt
GFR	General Financial Rules, 2017
IEM	Independent External Monitor
ITI	Industrial Training Institute
LMS / MIS	Learning Management System / Management Information System
MSDE	Ministry of Skill Development & Entrepreneurship
NAPS / NATS	National Apprenticeship Promotion Scheme / National Apprenticeship Training Scheme
NCVET	National Council for Vocational Education and Training
NSQF	National Skills Qualification Framework
OJT	On-the-Job Training

Abbreviation	Expansion
PwD	Persons with Disabilities
QCBS	Quality and Cost Based Selection
TEC	Technical Evaluation Committee
ToT	Training of Trainers
UDIN	Unique Document Identification Number (ICAI)

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Section 7	Form TECH-13	SIP Evaluation Cross-Reference Matrix
Section 7	Form TECH-14	Trade Rationalisation and Affiliation Plan Matrix
Section 7	Form TECH-15	Five-Year Investment Plan (Outlay, without sources)
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Section 8	Form FIN-2	Industry Contribution Commitment
Section 8	Form FIN-3	Sources of Funding by Year
Section 8	Form FIN-4	Institution-wise Investment and Contribution Allocation
Section 8	Form FIN-5	Composition of Industry Contribution (Cash, In-kind, CSR)
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Cluster composition and baseline	Section 1, Clause 1.4; Section 5, Clause 5.4
Indicative financial envelope	Section 3 (Data Sheet); Section 5, Clause 5.7
Eligibility and qualification criteria	Section 4, Part A
Technical scoring matrix (100 marks)	Section 4, Part B
QCBS formulas and worked example	Section 4, Part C
Trade-level baseline	Section 5, Clause 5.5
KPI matrix	Section 5, Clause 5.9; Annexure 13
Contract term and extension structure	Section 5, Clause 5.10; Annexure 14

Document Hierarchy and Interpretation

A. This RFP comprises the Sections and Annexures listed in the Table of Contents, together with every corrigendum and addendum published on the website of the Authority before the Bid Due Date. All of them shall be read together.

B. The following order of precedence shall apply in the event of conflict or inconsistency:

(i) Applicable Law, and binding requirements of the Government of India under the PM-SETU Scheme, including the PM-SETU Guidelines;

(ii) approved decisions and directions of the competent authorities of the Government of Meghalaya, including the State Steering Committee;

(iii) after award: the License Agreement, then the Shareholders' Agreement, then the approved Final SIP and AOPs, then the LoA;

(iv) this RFP, as modified by corrigenda and addenda, with the Data Sheet prevailing over the Instructions to Bidders;

(v) the Selected Bidder's Proposal, to the extent accepted by the Authority and not inconsistent with the above.

C. Where a provision of the PM-SETU Guidelines is amended after the issue of this RFP, the amended provision shall apply to the extent it is binding. Where the amendment materially affects a Bidder's obligations, the Authority shall publish a corrigendum and may extend the Bid Due Date; after award, the matter shall be dealt with under the Change in Law and Scheme Change provisions of the License Agreement.

D. Headings are for convenience only. Words in the singular include the plural and vice versa. "Including" means "including without limitation". A reference to a statute includes its amendments and subordinate legislation. Time periods expressed in days mean calendar days unless "Business Days" is specified; a Business Day is a day on which the offices of the Government of Meghalaya in Shillong are open.

E. Forms and templates are prescriptive as to content. A Bidder may add rows and attachments but shall not delete or qualify any declaration. Any qualification of a mandatory declaration shall render the Proposal non-responsive.

F. This RFP relates only to the Shillong Cluster. A separate and independent RFP is issued for the Tura Cluster. Nothing in either RFP shall be read into the other, and each shall be evaluated, awarded and administered independently.

Section 1: Letter of Invitation

GOVERNMENT OF MEGHALAYA

DIRECTORATE OF EMPLOYMENT & CRAFTSMEN TRAINING

Grove Site Building, Keating Road, Shillong – 793001

No. DET-177/2026/ Dated Shillong, 23rd October, 2026

To

All interested and eligible Bidders

Subject: Request for Proposal for selection of an Anchor Industry Partner for upgradation, transformation and sustainable industry-led operation of the Shillong Cluster under the PM-SETU Scheme in Meghalaya.

Sir/Madam,

1. The Directorate of Employment & Craftsmen Training, Government of Meghalaya (the "Authority"), through this nationally advertised Request for Proposal, invites Proposals from eligible industry entities, industry associations and consortia, industry-led foundations, and industry-promoted or industry-operated training institutions for selection as Anchor Industry Partner (AIP) for the Shillong Cluster under Component I of the Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM-SETU) Scheme.

2. The Shillong Cluster serves the Khasi–Jaintia region and comprises Government ITI Shillong as the Hub and Government ITI Jowai, Government ITI Sohra, Government ITI Nongpoh, Government ITI Nongstoin, Government ITI (Women) Shillong, Government ITI Khliehriat, Government ITI Mawkyrwat as the Spoke ITIs. The AIP will lead the transformation of the Shillong Cluster through a dedicated Special Purpose Vehicle (SPV) incorporated under Section 8 of the Companies Act, 2013, in which the AIP will hold 51% and the Central and State Governments 24.5% each, subject to the PM-SETU Guidelines. The SPV will operate the Shillong Cluster ITIs under a License Agreement; the land, buildings and equipment remain the property of the Government.

Role	Institution	District	Existing trades	Units	Sanctioned seats
Hub	Government ITI Shillong	East Khasi Hills	19	25	552
Spoke	Government ITI Jowai	West Jaintia Hills	7	7	160
Spoke	Government ITI Sohra	East Khasi Hills	5	5	112
Spoke	Government ITI Nongpoh	Ri-Bhoi	6	6	132
Spoke	Government ITI Nongstoin	West Khasi Hills	5	5	112
Spoke	Government ITI (Women) Shillong	East Khasi Hills	6	6	128
Spoke	Government ITI Khliehriat	East Jaintia Hills	5	5	108
Spoke	Government ITI Mawkyrwat	South West Khasi Hills	5	5	108
	Total		**58**	**64**	**1,412**

3. Any eligible entity may submit a Proposal. Prior registration with the Authority or participation in any earlier process is not required.

4. Selection will be through Quality and Cost Based Selection (QCBS) under a single-stage, two-envelope procedure, evaluating (a) the technical quality of the Strategic Investment Plan (50%), (b) the cost-efficiency of the SIP (30%), and (c) the Industry Contribution committed (20%), as detailed in Section 4.

5. A separate RFP is issued simultaneously for the Tura Cluster. A Bidder may submit Proposals for either or both clusters. Each Proposal shall be complete and self-contained, and shall be evaluated and awarded independently. Where a Bidder is selected for both clusters, separate

SPVs, SIPs, Industry Contributions, Performance Securities and Agreements shall apply to each cluster.

6. The key dates and particulars are set out below and in the Data Sheet (Section 3):

Name of assignment	Selection of AIP for the Shillong Cluster, PM-SETU, Meghalaya
RFP reference	DET-177/2026/RFP-AIP/Shg
Method of selection	QCBS (50: 30: 20) – single-stage, two-envelope
Issue of RFP (national advertisement and website of the Authority)	24th October 2026
Website for RFP, corrigenda and notices	https://dectmeg.nic.in (Tenders section); also displayed on the website of the Ministry of Skill Development & Entrepreneurship, Government of India
Contact for clarifications	Assistant Director (Training), DECT – Telephone: 9856024237; E-mail: dectmeg.pmsetu@gmail.com
Last date for pre-bid queries	3/11/2026, 14:00hrs IST -by e-mail or letter to the address in the Data Sheet
Pre-bid meeting (industry consultation)	4/11/2026, 15:00hrs IST (tentative) – in person at DECT, Shillong, with online participation (link shared on request)
Publication of responses / corrigendum	9th November 2026 (indicative)
Optional site visits to Shillong Cluster ITIs	13th November 2026 – on prior intimation to the Authority
Last date and time for submission	23rd November 2026, 15:00hrs IST
Opening of Technical Proposals	25th November 2026 (tentative) – in public, at the Office of the Director, DECT, Shillong
Technical presentations (if held)	To be communicated separately
Opening of Financial Proposals	To be notified to technically qualified Bidders not less than Seven (7) Business Days in advance
Bid Security (EMD)	₹2,00,00,000 (Rupees two crore only) – see ITB 20
Mode of submission	Offline. Proposals shall be submitted in hard copy, in sealed envelopes, by hand, registered post or courier, at the Office of the Director, Directorate of Employment & Craftsmen Training, Grove Site Building, Keating Road, Shillong – 793001, Meghalaya, on or before the last date and time for submission. Proposals sent by e-mail or fax shall not be accepted.

7. The RFP and all corrigenda are available on the website of the Authority (https://dectmeg.nic.in, Tenders section) and will also be displayed on the website of the Ministry of Skill Development & Entrepreneurship, Government of India. Bidders will be allowed not less than forty-five (45) days from the date of issue of this RFP to prepare and submit their Proposals. The Authority will facilitate site visits to all Shillong Cluster ITIs and will publish the ITI profiles on its website to assist Bidders.

8. The RFP comprises Section 1 (Letter of Invitation), Section 2 (Instructions to Bidders), Section 3 (Data Sheet), Section 4 (Eligibility, Qualification and Evaluation Criteria), Section 5 (Terms of Reference and Performance Framework), Section 6 (SIP Preparation and Submission Guidelines), Section 7 (Technical Proposal Forms), Section 8 (Financial Proposal Forms) and Section 9 (Annexures and Draft Agreements).

9. The Authority reserves the right to accept or reject any or all Proposals, and to annul the Selection Process, in accordance with applicable procurement rules and without incurring any liability.

Yours faithfully,

Sd/-
Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya, Shillong

Section 2: Instructions to Bidders (ITB)

The ITB shall be read with the Data Sheet (Section 3). Where the Data Sheet specifies a value or modifies an ITB clause, the Data Sheet prevails.

A. General

ITB 1. Introduction and scope of Proposal

1.1 The Authority will select one AIP for the Shillong Cluster in accordance with this RFP. The Project, cluster institutions and indicative financial envelope are described in Section 5 and the Data Sheet.

1.2 A Proposal shall cover the entire Cluster (Hub and all Spokes) as a single integrated proposition. Proposals for individual ITIs, or for part of the Shillong Cluster, shall be rejected.

1.3 The Selected Bidder shall be bound by the obligations of the AIP under this RFP, the LoA, the SHA, the License Agreement and the approved SIP, which together constitute the contractual framework of the Project.

ITB 2. Procurement framework

2.1 This Selection Process is conducted in accordance with the PM-SETU Guidelines and the General Financial Rules, 2017 and associated instructions of the Department of Expenditure, Government of India, to the extent applicable.

ITB 3. Code of integrity and prohibited practices

3.1 Bidders, their Consortium Members, sub-contractors, agents and personnel shall observe the highest standards of integrity during the Selection Process and the execution of the Agreements, consistent with the Code of Integrity under Rule 175 of the GFR, 2017.

3.2 The following are prohibited practices:

(a) **Corrupt practice:** offering, giving, receiving or soliciting, directly or indirectly, anything of value to influence the action of any public official in the Selection Process or in contract execution, including the offer of employment to an official of the Authority within one year of that official's involvement in the Selection Process;

(b) **Fraudulent practice:** any act or omission, including misrepresentation or concealment of facts, that knowingly or recklessly misleads or attempts to mislead in order to obtain a financial or other benefit or avoid an obligation;

(c) **Coercive practice:** impairing or harming, or threatening to impair or harm, any person or property to influence the Selection Process;

(d) **Collusive or restrictive practice:** an arrangement between two or more Bidders, with or without the knowledge of the Authority, designed to fix prices, allocate clusters, rotate bids, or otherwise restrict competition;

(e) **Obstructive practice:** destroying, falsifying or concealing evidence, or making false statements to investigators, to impede an inspection, audit or investigation.

3.3 If the Authority determines, after giving the Bidder a reasonable opportunity to be heard, that a Bidder has engaged in a prohibited practice, it may: (a) reject the Proposal; (b) forfeit the Bid Security or invoke the Performance Security; (c) terminate the Agreements; (d) recover any loss with interest; and (e) debar the Bidder and its allied firms in accordance with Rule 151 of the GFR and the Department of Expenditure Guidelines on Debarment of Firms from Bidding (OM No. F.1/20/2018-PPD dated 02.11.2021), or the equivalent State provisions. These remedies are without prejudice to action under Applicable Law.

3.4 Each Bidder (and each Consortium Member) shall sign the Integrity Pact at Annexure 7. A Proposal without a signed Integrity Pact shall be non-responsive.

ITB 4. Eligible Bidders

4.1 Eligible Bidders, and the eligibility and qualification criteria they must satisfy, are specified in Section 4, Part A. Each criterion must be met as on the Bid Due Date unless a different reference date is stated.

4.2 A registered office or prior operations in Meghalaya or the North-East is **not** a condition of eligibility. Bidders shall, however, present a credible operating model for Meghalaya, which will be evaluated under Section 4, Part B.

4.3 A Bidder from a country which shares a land border with India may participate only if registered with the competent authority in accordance with the Department of Expenditure Order (Public Procurement No. 1) dated 23.07.2020 and related instructions, to the extent applicable.

ITB 5. Consortium

5.1 A Consortium of not more than four (4) Members may submit a Proposal, subject to the following:

(a) one Member shall be designated Lead Member, authorised by a Power of Attorney (Annexure 4) executed by all Members to act and bind the Consortium;

(b) the Members shall execute a Joint Bidding Agreement (Annexure 2) that specifies each Member's role, scope, proposed shareholding in the SPV and proposed share of the Industry Contribution;

(c) the Lead Member shall hold not less than 26% of the AIP shareholding in the SPV (that is, of the 51% AIP stake) and the Members together shall hold the entire 51% AIP stake;

(d) all Members shall be jointly and severally liable to the Authority for the obligations of the AIP, including the Industry Contribution, irrespective of the internal allocation among them;

(e) each Member shall satisfy the legal, statutory, non-blacklisting and conflict-of-interest criteria individually;

(f) the financial and workforce qualification criteria shall be met as provided in Section 4, Part A;

(g) the Lead Member shall not change after the Bid Due Date and during the Contract Term. A Member other than the Lead Member may be substituted, before or after award, with the prior written approval of the Authority, which shall not be unreasonably withheld, provided that the reconstituted Consortium continues to meet all qualification criteria, the substitute assumes the obligations of the outgoing Member, and the commitments evaluated under Section 4 are not diluted.

ITB 6. Participation in both clusters and single Proposal

6.1 A Bidder, including each Consortium Member, shall submit or participate in only **one** Proposal for the Shillong Cluster, whether individually or as a Consortium Member. Participation in more than one Proposal for the Shillong Cluster shall result in disqualification of all Proposals in which that Bidder participates.

6.2 A Bidder may also submit a Proposal under the separate RFP for the Tura Cluster. Each Proposal shall be complete and self-contained, and shall not refer to or rely upon the other Proposal for any eligibility document, experience, employer commitment or contribution. Common corporate documents may be reproduced in each.

6.3 Where a Bidder submits Proposals for both clusters, it shall disclose this in Form TECH-1 and in Form TECH-5 and shall confirm that: (a) the Industry Contribution committed for each cluster is separate and additional; (b) employer, apprenticeship and absorption commitments are not counted twice; (c) the proposed SPV leadership teams are distinct, or, where any key person is proposed for both, that person's time allocation is disclosed and does not exceed 100% in aggregate; and (d) its financial capacity is sufficient to meet both commitments simultaneously, as certified in Form TECH-6.

6.4 Each cluster shall be evaluated by its own TEC process and award decision. Award of one cluster shall not be conditional upon award of the other. A Bidder may not offer discounts, additional contributions or other benefits conditional on award of both clusters; any such conditional offer shall be ignored for evaluation and, if material, may render the Proposal non-responsive.

6.5 Two or more Bidders under common control, or related parties within the meaning of Section 2(76) of the Companies Act, 2013, shall not submit separate Proposals for the same cluster. Where related Bidders submit Proposals for different clusters, each shall disclose the relationship.

ITB 7. Conflict of interest

7.1 A Bidder shall not have a conflict of interest. A Bidder shall be considered to have a conflict of interest, and its Proposal may be rejected, if it or any Consortium Member, Associate, or proposed key person:

(a) has common control, directly or indirectly, with another Bidder for the Shillong Cluster, or holds (directly or indirectly) 10% or more of the shareholding or voting rights of another Bidder for the Shillong Cluster;

(b) receives or has received any direct or indirect subsidy or financial support from another Bidder for the Shillong Cluster in connection with this Proposal;

(c) has the same legal representative, authorised signatory or Power of Attorney holder as another Bidder for the Shillong Cluster;

(d) has a relationship with another Bidder, directly or through common third parties, that gives it access to information about, or influence over, another Bidder's Proposal or the decisions of the Authority;

(e) has participated, or its Associate has participated, as a consultant or adviser in the preparation of this RFP, the cluster design or the Terms of Reference, including the Project Management Consultant engaged by the Authority for PM-SETU;

(f) has engaged, for this Proposal, any person who is or was within the preceding twelve months an officer of the Authority or of the Department involved in this Selection Process;

(g) has a business or family relationship with a member of the TEC or any official directly involved in the Selection Process.

7.2 Bidders shall disclose any actual or potential conflict in Form TECH-5. Failure to disclose a conflict that is later discovered shall be treated as a fraudulent practice.

7.3 Members of the TEC and officials involved in the evaluation shall sign a declaration of no conflict of interest before accessing the Proposals.

ITB 8. Debarment and restrictions

8.1 A Bidder (or any Consortium Member or parent providing support under Form TECH-8) that is debarred or blacklisted by the Government of India, any State Government, any public sector undertaking, or a multilateral development bank, and whose debarment subsists on the Bid Due Date, is ineligible. Past debarment that has expired shall be disclosed in Annexure 8.

8.2 A Bidder against whom insolvency proceedings have been admitted under the Insolvency and Bankruptcy Code, 2016, or which is under liquidation or administration, is ineligible.

ITB 9. Site visits and due diligence

9.1 Bidders are encouraged to visit the Hub and Spoke ITIs and to assess site conditions, land and buildings, utilities, connectivity, accessibility during the monsoon, trainee catchments, local industry and the condition of existing equipment. Visits shall be arranged through the contact officer named in the Data Sheet. All information provided during visits is provided without warranty.

9.2 The Authority shall make available, on request and on its website, the ITI profiles and such baseline records as are available (enrolment, pass rates, staff strength, land and building

details, equipment inventories, budgets of the last three years). Information made available to one Bidder shall be made available to all.

B. RFP Documents

ITB 10. Contents of the RFP

10.1 The RFP consists of the documents listed in Section 1, Clause 7, together with corrigenda and addenda. Bidders are responsible for examining all of them. Failure to furnish information required by the RFP may result in rejection.

ITB 11. Pre-bid queries and pre-bid meeting

11.1 Bidders may submit queries in the format at Annexure 1, by the deadline and to the address specified in the Data Sheet. Queries received after the deadline need not be considered.

11.2 A pre-bid meeting and industry consultation will be held as specified in the Data Sheet, in person and online. Attendance is optional. The Authority may also hold one-to-one clarification sessions on request, on equal terms for all Bidders, with minutes published. Minutes of the meeting and responses to all queries, without identifying the source, will be published on the website of the Authority.

11.3 Only written responses published on the website of the Authority, and corrigenda, shall bind the Authority. Oral statements made at the pre-bid meeting or during site visits shall not bind the Authority.

ITB 12. Corrigenda and addenda

12.1 At any time before the Bid Due Date, the Authority may amend the RFP by corrigendum published on the website of the Authority. Corrigenda shall bind all Bidders, who are responsible for checking the website until the Bid Due Date. The Authority shall also send corrigenda by e-mail to prospective Bidders who have registered their contact details with it.

12.2 Where an amendment is material, the Authority shall extend the Bid Due Date to allow Bidders reasonable time, ordinarily not less than 10 days from publication of the corrigendum.

C. Preparation of Proposals

ITB 13. Cost of Proposal

13.1 The Bidder shall bear all costs of preparing and submitting its Proposal. The Authority shall not be liable for those costs regardless of the outcome of the Selection Process.

ITB 14. Language

14.1 The Proposal and all correspondence shall be in English. Supporting documents in another language shall be accompanied by a certified English translation, which shall prevail.

ITB 15. Currency

15.1 All amounts shall be stated in Indian Rupees (INR). Amounts in the SIP, Form TECH-15 and Section 8 forms shall be stated in ₹ crore to two decimal places unless otherwise specified, and shall be at current prices with escalation assumptions separately stated.

ITB 16. Documents comprising the Proposal

16.1 The Proposal shall comprise a Technical Proposal and a Financial Proposal, each in a separate sealed envelope, containing the documents listed in the Data Sheet.

ITB 17. Technical Proposal

17.1 The Technical Proposal shall use the Forms in Section 7 and shall include the SIP prepared in accordance with Section 6, the Five-Year Investment Plan (outlay only) in Form TECH-15, and all supporting documents.

17.2 **The Technical Proposal shall not contain any information on the Industry Contribution percentage or amount, the sources of funding, or any other content of the Financial Proposal.** Inclusion of such information in the Technical Proposal shall render the Proposal non-responsive. The total outlay of the SIP (Form TECH-15) is not Financial Proposal information and shall be disclosed in the Technical Proposal.

17.3 The narrative of the SIP (excluding annexures, tables, letters of commitment and CVs) shall not exceed 80 A4 pages at a minimum 11-point font. Pages beyond the limit will not be evaluated.

ITB 18. Financial Proposal

18.1 The Financial Proposal shall use the Forms in Section 8. The Industry Contribution shall be stated as an absolute amount in ₹ crore **and** as a percentage of the total SIP outlay disclosed in Form TECH-15. The amount in ₹ crore is the basis of evaluation and shall prevail in case of inconsistency; the percentage shall be recomputed from it.

18.2 The Industry Contribution shall not be less than the Mandatory Industry Contribution (17% of the SIP outlay). A Financial Proposal below this level shall be rejected.

18.3 The Financial Proposal shall be unconditional. Any condition, qualification, assumption that limits the commitment, or linkage to award of another cluster shall render it non-responsive.

18.4 The total SIP outlay stated in the Financial Proposal forms shall be identical to the total in Form TECH-15. In case of difference, the Form TECH-15 total shall prevail and the percentage contribution shall be recomputed on that base, subject to ITB 18.1.

ITB 19. Proposal validity

19.1 Proposals shall remain valid for the period specified in the Data Sheet from the Bid Due Date. A Proposal valid for a shorter period shall be rejected.

19.2 Before expiry, the Authority may request Bidders to extend validity. A Bidder may refuse without forfeiting its Bid Security. A Bidder agreeing to the extension shall extend its Bid Security accordingly and shall not modify its Proposal.

ITB 20. Bid Security

20.1 Each Proposal shall be accompanied by Bid Security of ₹2,00,00,000 (Rupees two crore only), in the form of a Bank Guarantee from a Scheduled Commercial Bank in India (Annexure 5), a Fixed Deposit Receipt pledged to the Authority, or a Demand Draft drawn on a Scheduled Commercial Bank in favour of the Director, Directorate of Employment & Craftsmen Training, Meghalaya, payable at Shillong, valid for 45 days beyond the Proposal validity period. Exemption from Bid Security shall apply only to the extent provided under the applicable procurement rules.

20.2 The original Bid Security instrument shall be placed in the Technical Proposal envelope (Envelope 1). A Proposal without valid Bid Security shall be rejected.

20.3 For a Consortium, the Bid Security shall be furnished by the Lead Member on behalf of the Consortium and shall name the Consortium.

20.4 The Bid Security may be forfeited if the Bidder: (a) withdraws or modifies its Proposal during the validity period; (b) engages in a prohibited practice; (c) is found to have made a material misrepresentation; (d) refuses to accept arithmetic corrections under ITB 26.5; (e) being selected, fails to acknowledge the LoA, furnish the Performance Security, incorporate the SPV or execute the Agreements within the time specified; or (f) seeks during negotiation to reduce the Industry Contribution or dilute a technical commitment that was scored.

20.5 Bid Security of unsuccessful Bidders shall be returned within 30 days of the award being made or the Selection Process being annulled. Bid Security of the Selected Bidder shall be returned on receipt of the Performance Security.

ITB 21. Format, signing and authentication

21.1 The Proposal shall be printed or typed in indelible ink. Every page shall be serially numbered, signed by the authorised signatory, who shall be authorised by a Power of Attorney (Annexure 3) supported by a board resolution, and stamped with the seal of the Bidder. Each Proposal shall carry an index and shall be securely bound; loose sheets shall not be accepted.

21.2 Documents that are certified by a Chartered Accountant or Statutory Auditor shall carry a valid UDIN. Documents that require notarisation or stamp paper shall be submitted as specified in the relevant form.

21.3 The Technical Proposal shall be submitted in one original and one copy, marked "ORIGINAL" and "COPY". A soft copy of the Technical Proposal (searchable PDF), together with Forms TECH-14 and TECH-15 in spreadsheet format, shall be enclosed on a USB drive. The Financial Proposal shall be submitted in one original, with Forms FIN-3 and FIN-4 in spreadsheet format on a separate USB drive placed in Envelope 2. In case of any discrepancy, the signed original hard copy shall prevail.

21.4 Any interlineation, erasure or overwriting shall be valid only if initialled by the authorised signatory.

D. Submission and Opening

ITB 22. Sealing, marking and submission

22.1 The Technical Proposal (original, copy and USB drive), together with the original Bid Security, the signed Integrity Pact and the Power(s) of Attorney, shall be placed in a sealed envelope marked "ENVELOPE 1 – TECHNICAL PROPOSAL". The Financial Proposal (original and USB drive) shall be placed in a separate sealed envelope marked "ENVELOPE 2 – FINANCIAL PROPOSAL – NOT TO BE OPENED WITH THE TECHNICAL PROPOSAL". Both envelopes shall be placed in an outer sealed envelope.

22.2 Each envelope shall bear the RFP reference number, the words "Selection of Anchor Industry Partner – Shillong Cluster, PM-SETU", the name and address of the Bidder, and the words "DO NOT OPEN BEFORE" followed by the date and time of opening. If an envelope is not sealed and marked as required, the Authority shall not be responsible for its misplacement or premature opening.

22.3 Proposals shall be delivered by hand, registered post or courier to the Office of the Director, Directorate of Employment & Craftsmen Training, Grove Site Building, Keating Road, Shillong – 793001, Meghalaya, so as to reach on or before the last date and time for submission specified in the Data Sheet. A receipt stating the date and time of receipt shall be issued for Proposals delivered by hand. The Authority shall not be responsible for any postal or courier delay or loss.

22.4 Proposals submitted by e-mail, fax or any electronic means shall not be accepted.

ITB 23. Late Proposals, modification and withdrawal

23.1 Any Proposal received after the last date and time for submission shall be returned unopened. A Bidder may modify, substitute or withdraw its Proposal before the last date and time for submission by a written notice signed by the authorised signatory, submitted in a sealed envelope marked "MODIFICATION", "SUBSTITUTION" or "WITHDRAWAL", as the case may be. No modification, substitution or withdrawal shall be permitted after that time.

ITB 24. Opening of Technical Proposals

24.1 The outer envelopes and Envelope 1 (Technical Proposal) shall be opened in public at the date, time and venue specified in the Data Sheet, in the presence of the representatives of Bidders who choose to attend with a letter of authority. Envelope 2 (Financial Proposal) of each Bidder shall remain sealed; it shall be signed across the seal by the members of the opening committee and the Bidder representatives present, and kept in the safe custody of the Authority until the technical evaluation is complete and approved.

24.2 A record of the opening, listing the Bidders, any modification, substitution or withdrawal, and the presence or absence of Bid Security and the Integrity Pact, shall be prepared, signed by the members of the opening committee and the Bidder representatives present, and published on the website of the Authority.

ITB 25. Confidentiality

25.1 Information relating to the evaluation shall not be disclosed to Bidders or other persons not officially concerned until publication of the results under ITB 30 and ITB 35. Any attempt by a Bidder to influence the evaluation shall lead to rejection of its Proposal and may lead to debarment.

25.2 The Authority shall treat as confidential the commercially sensitive information in Proposals, subject to the Right to Information Act, 2005, audit requirements and the disclosure obligations of the Authority under this RFP. Bidders shall identify information they consider commercially confidential.

E. Evaluation

ITB 26. Responsiveness

26.1 The Authority will determine whether each Proposal is substantially responsive on the basis of its contents alone. A substantially responsive Proposal meets all requirements of the RFP without material deviation, reservation or omission.

26.2 A material deviation, reservation or omission is one that: (a) affects the scope, quality or performance of the Project; (b) limits the rights of the Authority or the obligations of the AIP under the Agreements; or (c) if rectified, would unfairly affect the competitive position of other Bidders.

26.3 The following shall in any case render a Proposal non-responsive: absence of Bid Security or Integrity Pact; absence of the SIP; absence of Form TECH-15; financial information in the Technical Proposal; an Industry Contribution below 17%; a SIP outlay above the indicative ceiling of the Shillong Cluster without the approval required under Clause 5.7 of Section 5; a SIP outlay below the Minimum Realistic Outlay (ITB 32); and any condition attached to the Financial Proposal.

26.4 The Authority may waive a minor non-conformity that does not constitute a material deviation and may request the Bidder to supply missing historical or factual documents (such as a certificate that existed on the Bid Due Date) within a stated time.

26.5 Arithmetic errors in the Financial Proposal and in Form TECH-15 shall be corrected as follows: (a) where there is a discrepancy between a unit amount and a total obtained by multiplying, the unit amount prevails; (b) where there is an error in a total corresponding to the addition of sub-totals, the sub-totals prevail; (c) where there is a discrepancy between words and figures, the words prevail. A Bidder that does not accept the correction shall have its Proposal rejected and its Bid Security forfeited.

ITB 27. Clarifications

27.1 The Authority may, in writing, request a Bidder to clarify its Proposal. **No clarification shall be sought or accepted that changes the substance of the Proposal, the SIP outlay, the Industry Contribution, or any scored commitment.** Unsolicited clarifications shall not be considered.

27.2 If a Bidder does not provide a clarification within the time allowed, its Proposal shall be evaluated on the information available.

ITB 28. Verification of information

28.1 The Authority may verify any information in a Proposal, including by contacting clients, employers named in commitment letters, auditors, EPF/ESIC records and registries. A Bidder shall co-operate with verification and authorise third parties to disclose information.

28.2 Employer, apprenticeship and absorption commitments shall be supported by signed letters on the employer's letterhead stating the number, trade, location and period. Letters that cannot be verified shall not be scored.

28.3 Where a statement is found to be false or misleading at any stage, before or after award, the Authority may reject the Proposal or terminate the Agreements and take action under ITB 3.3.

ITB 29. Technical evaluation

29.1 A Technical Evaluation Committee constituted by the competent authority will evaluate the Technical Proposals in two parts: Part A (eligibility and qualification, pass/fail) and Part B (technical scoring), strictly in accordance with Section 4. No other criteria shall be applied.

29.2 The TEC may invite each Bidder that passes Part A to make a presentation of its SIP to the TEC. The presentation is for clarification only; it shall not introduce new commitments, and shall not be separately scored. Presentations shall be recorded in minutes.

29.3 Each TEC member shall score independently using the scoring descriptors in Section 4, Part B, and record reasons for each score. The technical score shall be the arithmetic average of the members' scores. Where the scores of members for a sub-criterion differ by more than 40% of the maximum marks for that sub-criterion, the TEC shall deliberate and record reasons before finalising.

29.4 A Proposal shall qualify technically only if it secures (a) not less than the minimum technical score specified in the Data Sheet, and (b) not less than 40% of the maximum marks in each of Criteria B (Trade Rationalisation and Cluster Specialisation), E (Industry Engagement and Apprenticeship) and F (Placement and Livelihood Outcomes) of Section 4, Part B.

ITB 30. Opening of Financial Proposals

30.1 After approval of the technical evaluation by the competent authority, the Authority shall publish on its website, and communicate in writing to each Bidder, the names of non-responsive and technically unqualified Bidders (with reasons), and the technical scores of qualified Bidders, together with the date, time and venue of the public opening of Financial Proposals, which shall not be earlier than the number of Business Days specified in the Data Sheet.

30.2 At the public opening, the seals of Envelope 2 shall first be verified as intact in the presence of the Bidder representatives. The name of each Bidder, its SIP outlay (from Form TECH-15), its Industry Contribution percentage and amount, and its technical score shall be read out and recorded. Financial Proposals of technically unqualified Bidders shall not be opened.

ITB 31. Financial evaluation and combined score

31.1 The combined score shall be computed in accordance with Section 4, Part C. The Bidder with the highest combined score shall be ranked H-1.

ITB 32. Cost realism and unsustainable Proposals

32.1 To ensure that SIPs are realistic and comparable, a **Minimum Realistic Outlay** of 50% of the indicative ceiling of the Shillong Cluster shall apply. A SIP outlay below this level shall be non-responsive unless the Bidder demonstrates, in a separate note forming part of its Technical Proposal, that the outlay is adequate to achieve all mandatory KPIs and the TEC records reasons for accepting it.

32.2 Where the TEC considers that a SIP outlay, or any major component, is abnormally low relative to the scope, it may seek a written justification under ITB 27 limited to the basis of costing, and shall score the relevant sub-criteria having regard to that justification.

ITB 33. Tie-breaking

33.1 If two or more Bidders obtain the same combined score (rounded to two decimal places), the H-1 Bidder shall be determined in the following order: (a) higher technical score (Xt); (b) higher Industry Contribution in absolute rupee terms; (c) higher score under Criterion B of Section 4, Part B; (d) draw of lots conducted in the presence of the tied Bidders and recorded in minutes.

F. Negotiation and Award

ITB 34. Negotiation and SIP finalisation

34.1 The Authority may hold discussions with the H-1 Bidder to finalise the SIP, AOP for Year 1, KPI targets, Disbursement-Linked Indicators and the methodology and timing of the Industry Contribution. Discussions shall be recorded in minutes signed by both parties.

34.2 Discussions shall not result in: (a) any reduction of the Industry Contribution percentage or amount; (b) any reduction of a scored commitment (including enrolment, placement, apprenticeship, absorption, trainer development or inclusion targets); (c) any change in the SIP outlay beyond ±10% arising solely from scope clarification, with the Industry Contribution in rupees not falling below the amount quoted; or (d) any change that would have altered the ranking of Bidders.

34.3 If discussions fail, the Authority may terminate them by written notice and invite the next-ranked Bidder, or annul the process, under ITB 38.

ITB 35. Notification of award and Letter of Award

35.1 After approval by the competent authority of the State Government, the Authority shall publish the result on its website and issue the LoA (draft at Annexure 10) in duplicate to the Selected Bidder.

35.2 The Selected Bidder shall return one copy of the LoA signed in acknowledgement within seven (7) days. The date of acknowledgement shall be the Commencement Date (T0) for the institutionalisation milestones in Clause 5.11 of Section 5.

35.3 The LoA does not by itself confer any right to use public assets or to receive public funds. Such rights arise only under the executed Agreements and the approved SIP.

ITB 36. Performance Security

36.1 Within twenty-eight (28) days of T0, the Selected Bidder shall furnish Performance Security equal to three per cent (3%) of the Industry Contribution committed for the five-year SIP period, in the form of an unconditional and irrevocable Bank Guarantee from a Scheduled Commercial Bank in India (Annexure 6) or an FDR pledged to the Authority. The Bank Guarantee may be furnished for an initial validity of two (2) years and renewed annually not later than thirty (30) days before expiry, so as to remain valid until six (6) months after the end of the Initial Term.

36.2 The Performance Security secures all obligations of the AIP under the Agreements, including the Industry Contribution, KPI achievement, maintenance of public assets, and exit and handback obligations. It may be invoked in whole or in part in accordance with the License Agreement and Annexure 13.

36.3 If invoked in part, the AIP shall restore the Performance Security to its full value within thirty (30) days. Release linked to verified performance shall be made as provided in Annexure 13, and a minimum of 25% shall be retained until satisfactory completion of handback or the approval of an Extension Term.

ITB 37. Post-award institutionalisation

37.1 The Selected Bidder shall incorporate the SPV, execute the SHA and License Agreement, open the Escrow Account, deposit the first instalment of Industry Contribution and submit the Final SIP within the timelines in Clause 5.11 of Section 5.

ITB 38. Failure to execute and award to next-ranked Bidder

38.1 If the Selected Bidder fails to acknowledge the LoA, furnish the Performance Security, incorporate the SPV, or execute the Agreements within the specified time, the Authority may cancel the LoA, forfeit the Bid Security, and either invite the next-ranked technically qualified Bidder to match the terms of the H-1 Bidder (including at least the H-1 Bidder's Industry Contribution percentage), or annul the Selection Process.

ITB 39. Single Proposal or limited competition

39.1 If only one responsive Proposal is received, the Authority may, with the approval of the competent authority and after recording reasons, proceed with evaluation, provided the Proposal achieves the minimum technical score and the Industry Contribution is not less than the Mandatory Industry Contribution. The Authority shall assess the reasonableness of the SIP outlay with reference to the cost benchmarks in Clause 5.7 of Section 5.

ITB 40. Right to accept or reject Proposals

40.1 The Authority reserves the right to accept or reject any Proposal, and to annul the Selection Process and reject all Proposals at any time before execution of the Agreements, without liability to Bidders, provided the reasons are recorded in writing in accordance with applicable procurement rules.

ITB 41. Grievance redressal

41.1 A Bidder that has participated in the Selection Process and is aggrieved by a decision of the Authority may submit a written complaint to the Secretary, Department of Labour, Employment & Skill Development, Government of Meghalaya, within ten (10) days of publication of the decision complained of. The authority shall dispose of the complaint by a reasoned order within fifteen (15) days.

41.2 The filing of a complaint shall not by itself stay the Selection Process unless so ordered.

41.3 Complaints relating to the RFP conditions shall be raised before the Bid Due Date. Disclosure of evaluation details in response to a complaint shall be limited to the complainant's own scores and the published results.

ITB 42. Governing law and jurisdiction

42.1 This Selection Process shall be governed by the laws of India. Subject to ITB 41, the courts at Shillong, Meghalaya shall have exclusive jurisdiction over matters arising from the Selection Process.

ITB 43. Miscellaneous

43.1 No Bidder shall pay any commission, fee or brokerage to any agent or intermediary in connection with this Selection Process. Any such payment shall be disclosed in the Integrity Pact.

43.2 The Selected Bidder shall not issue any public statement or advertisement regarding the award without the prior consent of the Authority, except as required by law or the rules of a stock exchange.

43.3 The Authority may, at its discretion, publish the outcome of the Selection Process, the approved SIP summary and KPI results in the interest of transparency.

Section 3: Data Sheet

This Data Sheet applies only to the Shillong Cluster. It supplements and, where indicated, modifies the Instructions to Bidders. In case of conflict, this Data Sheet prevails.

ITB clause	Particular	Details
1.1	Authority	Director, Directorate of Employment & Craftsmen Training (DECT), Government of Meghalaya, under the Department of Labour, Employment & Skill Development
1.1	Name of Cluster	Shillong Cluster
1.1	Publication of RFP and corrigenda	National advertisement; website of the Authority: https://dectmeg.nic.in (Tenders section). The RFP shall also be shared with the Ministry of Skill Development & Entrepreneurship, Government of India, for display on its website. In case of any difference, the version on the website of the Authority shall prevail.
1.1	Shillong Cluster ITIs	Hub: Government ITI Shillong. Spokes: Government ITI Jowai; Government ITI Sohra; Government ITI Nongpoh; Government ITI Nongstoin; Government ITI (Women) Shillong; Government ITI Khliehriat; Government ITI Mawkyrwat.
1.1	Indicative ceiling of SIP outlay	₹361.00 crore over five years (₹81 crore for the Hub and ₹40 crore for each of 7 Spokes), derived from the PM-SETU per-institution ceilings. Indicative only; not an approved budget.
1.1	Indicative funding ratio	Centre: State: Industry = 74.7: 8.3: 17 (North-Eastern and Hilly States)
2.1	Applicable procurement framework	PM-SETU Guidelines; General Financial Rules, 2017 and instructions of the Department of Expenditure, Government of India, to the extent applicable
5.1	Maximum Consortium Members	Four (4), including the Lead Member
5.1(c)	Minimum Lead Member stake in SPV	26% of total SPV equity
9.1	Contact officer for site visits and clarifications	Assistant Director (Training), Directorate of Employment & Craftsmen Training, Shillong; Telephone: 9856024237; E-mail: dectmeg.pmsetu@gmail.com
11.1	Address for pre-bid queries	E-mail: dectmeg.pmsetu@gmail.com, or by letter to the Office of the Director, Directorate of Employment & Craftsmen Training, Grove Site Building, Keating Road, Shillong – 793001; last date 3/11/2026, 14:00hrs IST
11.2	Pre-bid meeting and industry consultation	4/11/2026, 15:00hrs IST (tentative); Conference Hall, DECT, Shillong, with online participation
16.1	Technical Proposal (Envelope 1)	Certificate of incorporation/registration and constitutional documents; PAN; GSTIN; original Bid Security instrument; Integrity Pact (Annexure 7); Forms TECH-1 to TECH-16; Joint Bidding Agreement and Annexure 4 (if Consortium); Annexure 3; Annexure 8 (if applicable); audited financial statements for three years; SIP and annexures; employer commitment letters; CVs of SPV leadership. One original and one copy, with soft copy on USB drive
16.1	Financial Proposal (Envelope 2)	Forms FIN-1 to FIN-7, signed original, with Forms FIN-3 and FIN-4 also in spreadsheet format on USB drive
17.3	SIP narrative page limit	80 pages (excluding annexures, tables, letters and CVs)
19.1	Proposal validity	180 days from the Bid Due Date
20.1	Bid Security (EMD)	₹2,00,00,000 (Rupees two crore only), by Bank Guarantee, FDR or Demand Draft, in favour of the Director, Directorate of Employment & Craftsmen Training, Meghalaya, payable at Shillong
22.3	Mode and place of submission	Offline, in hard copy, in sealed envelopes, by hand, registered post or courier, to the Office of the Director, Directorate of Employment & Craftsmen Training, Grove Site Building, Keating Road, Shillong – 793001, Meghalaya
22.3	Last date and time for submission	23rd November 2026, 15:00hrs IST
24.1	Opening of Technical Proposals	25th November 2026 (Tentative); in public, at the Office of the Director, DECT, Shillong

ITB clause	Particular	Details
29.4	Minimum technical score	70 out of 100, with at least 40% of the maximum marks in each of Criteria B, E and F
30.1	Notice for opening Financial Proposals	Not less than seven (7) Business Days after publication of technical results
31.1	QCBS weights	Technical score of SIP (Xt): 50%; SIP cost-efficiency (Yt): 30%; Industry Contribution (Zt): 20%
32.1	Minimum Realistic Outlay	50% of the indicative ceiling = ₹180.50 crore
35.1	Competent authority for award	Government of Meghalaya, on the recommendation of the State Steering Committee
36.1	Performance Security	3% of the Industry Contribution committed for the five-year SIP period, by Bank Guarantee renewable annually
41.1	Grievance authority	Secretary, Department of Labour, Employment & Skill Development, Government of Meghalaya
42.1	Jurisdiction	Courts at Shillong, Meghalaya
—	Initial Contract Term	Five (5) years from the Effective Date, aligned with the SIP period (Clause 5.10)
—	Extension options	Up to two (2) extensions of five (5) years each, based on performance and subject to approval; not automatic
—	Maximum aggregate term	Fifteen (15) years
—	Principal references	PM-SETU Guidelines, Component I and amendments; Companies Act, 2013; General Financial Rules, 2017; Department of Expenditure OM No. F.1/20/2018-PPD dated 02.11.2021 (debarment); Apprentices Act, 1961; Rights of Persons with Disabilities Act, 2016; Digital Personal Data Protection Act, 2023; Mediation Act, 2023

Indicative financial envelope of the Shillong Cluster

Amounts in ₹ crore, five years. Computed by applying the North-Eastern/Hilly-State ratio to the PM-SETU per-institution ceilings. Indicative only.

Institution	Ceiling	Central (74.7%)	State (8.3%)	Industry (17%)
Government ITI Shillong (Hub)	81.00	60.51	6.72	13.77
Government ITI Jowai (Spoke)	40.00	29.88	3.32	6.80
Government ITI Sohra (Spoke)	40.00	29.88	3.32	6.80
Government ITI Nongpoh (Spoke)	40.00	29.88	3.32	6.80
Government ITI Nongstoin (Spoke)	40.00	29.88	3.32	6.80
Government ITI (Women) Shillong (Spoke)	40.00	29.88	3.32	6.80
Government ITI Khliehriat (Spoke)	40.00	29.88	3.32	6.80
Government ITI Mawkyrwat (Spoke)	40.00	29.88	3.32	6.80
Total (indicative ceiling)	**361.00**	**269.67**	**29.96**	**61.37**

Section 4: Eligibility, Qualification and Evaluation Criteria

This Section sets out the only criteria the Authority will use to determine eligibility and qualification, to score the Technical Proposals and to compute the combined score. No other factor shall be applied.

Part A: Eligibility and Qualification (Pass/Fail)

The benchmarks below have been approved by the competent State authority for AIP selection in Meghalaya. They apply uniformly to the Shillong Cluster and the Tura Cluster. A Bidder submitting Proposals for both clusters shall satisfy them once, on the strength of its overall capacity, but shall furnish the evidence in each Proposal.

A.1 Eligible entities

(a) companies registered in India under the Companies Act, 2013 or earlier Companies Acts, engaged in manufacturing or services, including Central and State Public Sector Undertakings;

(b) industry associations or industry consortia registered as companies, societies or trusts;

(c) industry-led foundations, including the CSR or philanthropic arms of companies or industry groups, registered as Section 8 companies, trusts or societies;

(d) academic or training institutions promoted or operated by industry, including corporate universities and sectoral skilling institutions;

(e) a Consortium of entities listed in (a) to (d), subject to ITB 5.

A.2 Eligibility and qualification criteria

#	Criterion	Requirement	Reference period	Evidence	Consortium / parent rule
1	Legal status	Valid legal entity registered or incorporated in India under applicable law; in existence for at least three years	As on Bid Due Date	Certificate of incorporation/registration; MoA/AoA, trust deed or bye-laws	Each Member individually
2	Statutory compliance	Valid PAN; valid GSTIN where required under GST law; EPF/ESIC registration where applicable	As on Bid Due Date	Copies of registrations	Each Member individually
3	Average annual turnover	Not less than ₹200 crore average annual turnover over the three immediately preceding completed Financial Years, i.e., FY 2023-24, 2024-25 and 2025-26	Three completed FYs	Audited financial statements; Form TECH-6 certificate by Statutory Auditor/CA with UDIN	Lead Member alone. Entities under A.1(c)/(d) and associations may rely on a parent/promoter under Note 3
4	Workforce	Not less than 200 personnel on direct payroll, as defined in Note 2	As on Bid Due Date	Form TECH-7 CA certificate with UDIN; EPF/ESIC returns for the last month preceding the Bid Due Date	Lead Member alone. Group-company personnel only under Note 3
5	Net worth	Positive net worth in each of the three completed Financial Years in criterion 3, as defined in Note 1	Three completed FYs	Audited financial statements; Form TECH-6	Each Member individually; parent under Note 3 where relied upon

#	Criterion	Requirement	Reference period	Evidence	Consortium / parent rule
6	Relevant capability	Demonstrable industry or technical capability relevant to the proposed intervention, shown by at least one of: (i) operation, management or substantive support of vocational training, apprenticeship or skilling programmes during the last seven years; (ii) operations in a sector relevant to the trades proposed for the Shillong Cluster, with engagement of apprentices under the Apprentices Act, 1961 in any of the last three years	As stated	Annual report; client/partner certificates; apprenticeship portal records; Form TECH-9	Any Member may satisfy; capability must be linked to that Member's role in the JBA
7	Non-blacklisting	Not blacklisted or debarred by any Central or State Government department, PSU or multilateral development bank, subsisting on the Bid Due Date; not under insolvency or liquidation	As on Bid Due Date	Form TECH-4; Annexure 8 where applicable	Each Member and any supporting parent
8	Conflict of interest	No conflict of interest under ITB 7	Throughout process	Form TECH-5	Each Member
9	Bid Security and Integrity Pact	As specified in the Data Sheet and Annexure 7	At submission	Original BG/FDR; signed Integrity Pact	Lead Member for Bid Security; each Member for Integrity Pact

Notes to Part A

Note 1 **Net worth** means the aggregate of paid-up share capital and all reserves created out of profits and securities premium, after deducting accumulated losses, deferred expenditure and miscellaneous expenditure not written off, and excluding revaluation reserves, write-back of depreciation and reserves created on amalgamation, consistent with Section 2(57) of the Companies Act, 2013. For trusts, societies and Section 8 companies, the corresponding measure is the excess of total assets over total liabilities (corpus and accumulated surplus).

Note 2 **Personnel** means employees of any grade on the direct payroll of the Bidder (or, for a Consortium, of the Lead Member) as on the Bid Due Date, in respect of whom the Bidder deposits statutory contributions (EPF/ESIC, as applicable) in its own name, including regular, fixed-term and contractual employees directly engaged. It excludes (a) employees of a parent, holding, subsidiary, associate or group company, except under Note 3; (b) manpower supplied through a third-party agency; and (c) consultants and retainers without an employer-employee relationship.

Note 3 **Parent or promoter support.** A Bidder that is an industry-led foundation, an industry-promoted institution or an industry association, or a Bidder relying on group-company personnel, may rely on the turnover, net worth and/or personnel of its parent, holding or promoting company only if that company: (a) independently meets the criterion relied upon; (b) is named as a co-applicant in Form TECH-1; (c) executes the notarised Parent/Promoter Support Undertaking (Form TECH-8), supported by a board resolution, accepting joint and several liability with the Bidder for the Industry Contribution and all other obligations of the AIP; and (d) satisfies criteria 5, 7 and 8. The experience of a parent is counted for criterion 6 and Criterion L only if the parent participates on these terms.

Note 4 Where audited accounts for FY 2025-26 are not yet available on the Bid Due Date, the Bidder shall furnish a Statutory Auditor certificate to that effect and the audited accounts of FY 2022-23, 2023-24 and 2024-25 shall be used. Turnover means revenue from operations as reported

in audited standalone financial statements, excluding other income. Consolidated figures may be used only where the parent is a co-applicant under Note 3.

Note 5 A registered office in Meghalaya is not required. Prior presence in the North-East is not a condition of eligibility.

Part B: Technical Evaluation Criteria and Scoring (100 marks)

B.1 Only Bidders that pass Part A shall be scored. The SIP and supporting forms shall be scored against the criteria below. The descriptor bands state the maximum marks for each level; a TEC member may award any value up to the band maximum in steps of 0.25 marks, recording reasons.

B.2 Marks shall be awarded only for commitments that are specific, measurable, time-bound and, where the criterion so requires, supported by verifiable evidence. Commitments that are scored become binding obligations of the AIP and shall be carried into the Final SIP and License Agreement without dilution.

B.3 Criteria marked with an asterisk (*) carry a minimum threshold of 40% of their maximum marks under ITB 29.4.

Summary of criteria

Code	Criterion	Sub-criteria	Max marks
A	Cluster Diagnosis and Strategic Vision	A1, A2	8
B	Trade Rationalisation, Cluster Specialisation and Regulatory Pathway *	B1, B2, B3	12
C	Curriculum and Programme Portfolio	C1, C2, C3, C4	10
D	Infrastructure, Equipment and Asset Management	D1, D2, D3	10
E	Industry Engagement, Apprenticeship and Absorption *	E1, E2, E3	12
F	Placement and Livelihood Outcomes *	F1, F2, F3, F4	10
G	Human Resources and Institutional Capacity	G1, G2, G3	10
H	Inclusion and Access	H1, H2	8
I	Meghalaya / North-East Operating Model and Implementation Readiness	I1, I2	6
J	Digital Systems, MIS and Data Governance	J1	4
K	Sustainability and Revenue Model	K1	5
L	Demonstrated Experience in Skilling (case studies)	L1	5
	Total		**100**

Criterion A: Cluster Diagnosis and Strategic Vision (8 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
A1. Labour-market and employer-demand analysis for the Shillong Cluster catchment	4	District-wise analysis of the economy, employers, vacancies, apprenticeship demand, wage levels and migration patterns for the Hub and each Spoke catchment; sources and dates of data; employer consultations held.	SIP Ch. 2–3; list of consultations with dates; data sources cited.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Generic State-level description; no catchment-level or employer evidence. **up to 2** – Catchment described for some ITIs; limited primary consultation; demand not quantified. **up to 3** – Quantified demand by sector for the Hub and most Spokes, with documented employer consultations. **4** – Rigorous, sourced and quantified demand analysis for every institution, triangulating secondary data, employer surveys and placement history; distinguishes local, North-East, national and digital labour markets.
A2. Vision, value proposition and Hub-and-Spoke operating model	4	Five-year vision and measurable objectives; how the Hub will serve the Spokes (shared facilities, trainer and trainee mobility, digital delivery); governance of the cluster as one system.	SIP Ch. 1, 4 and 10.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Vision statement only; Hub and Spokes treated as unconnected units. **up to 2** – Hub-Spoke linkages mentioned without mechanisms, costs or schedules. **up to 3** – Coherent model with defined Hub services, mobility and scheduling arrangements and measurable objectives. **4** – Compelling and practical model with costed mobility, shared-facility scheduling, digital delivery and accountability for each linkage, tailored to travel times and terrain.

Criterion B: Trade Rationalisation, Cluster Specialisation and Regulatory Pathway * (12 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
B1. Trade-wise rationalisation (R/U/S/C/V/D/N) with evidence	5	Completed Form TECH-14 for every existing trade and unit, with the action code, evidence (enrolment, completion, placement, employer demand, utilisation, trainer availability, accessibility) and transition plan for any trade proposed for consolidation, conversion or discontinuation.	Form TECH-14; SIP Ch. 3.	**0** – Not addressed, generic, or not supported by evidence. **up to 1.25** – Matrix incomplete or actions not justified. **up to 2.5** – Matrix complete but justifications rely on general trends rather than cluster evidence. **up to 3.75** – Evidence-based justification for most trades; transition plans for discontinued/consolidated trades protect access for current and prospective trainees. **5** – Complete, evidence-based and internally consistent rationalisation that differentiates Hub and Spoke roles, avoids duplication, preserves local access and quantifies seat changes year-wise.

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
B2. Affiliation Plan for existing and new trades	4	Trade-wise plan aligning the infrastructure, equipment, trainers and curricula of all Shillong Cluster trades with NCVET/DGT affiliation norms, and the regulatory pathway for new and redesigned courses, with timelines and responsibilities, in support of the State affiliation programme.	Form TECH-14 Part B; SIP Ch. 3.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Plan does not cover all Shillong Cluster ITIs. **up to 2** – Plan lists trades without gap analysis or timeline. **up to 3** – Realistic plan with gap analysis, sequencing and responsibilities aligned with DGT/CSTARI/NCVET processes. **4** – Detailed, budgeted plan covering every Shillong Cluster ITI, giving early attention to the Spokes and closing infrastructure and trainer gaps at the start of implementation.
B3. Centres of Excellence and specialisation across Hub and Spokes	3	Proposed CoEs or advanced specialisations, location rationale (Hub or Spoke), access arrangements for trainees and faculty of other ITIs, utilisation targets.	SIP Ch. 4 and 7; Annexure: Cluster Specialisation Matrix.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – CoEs named without rationale. **up to 1.5** – Rationale given but replication across ITIs not justified or access unclear. **up to 2.25** – Limited, well-located CoEs with access plans and utilisation targets. **3** – Clear economic and labour-market rationale, shared-use schedules, utilisation and revenue targets, and linkage to anchor industry operations.

Criterion C: Curriculum and Programme Portfolio (10 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
C1. Redesign of existing courses and NSQF alignment	3	Courses to be upgraded, industry-validated modules, NSQF/NCrF alignment, assessment changes, approval route.	SIP Ch. 3.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – General statements. **up to 1.5** – Some upgrades identified without industry validation. **up to 2.25** – Clear redesign plan with industry inputs and approval route. **3** – Comprehensive, industry-co-developed redesign with outcome measures and a credible approval timeline.
C2. New-age, digital and green skills	3	Phased plan for emerging areas relevant to the Shillong Cluster (for example AI and digital, automation, renewable energy, EV, drones, advanced manufacturing), with labs, faculty readiness and demand linkage.	SIP Ch. 3, 5 and 7.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Broad ideas without demand linkage. **up to 1.5** – Areas identified with limited readiness planning. **up to 2.25** – Phased rollout with labs, faculty and employer linkage. **3** – Demand-led, phased, costed plan with industry co-delivery and evidence that graduates can be absorbed.
C3. Local-economy, livelihood and short-term programmes	2	Short-term, modular, industry-certified and Spoke-level customised programmes linked to local enterprises (tourism, agri-processing, bamboo and crafts, construction, services), using the Spoke-level flexibility under Section 5.10 of the PM-SETU Guidelines.	SIP Ch. 3 and 11.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.5** – Mentioned only in general terms, without specifics. **up to 1** – Some courses listed without local demand evidence. **up to 1.5** – Relevant portfolio aligned with local demand and certification. **2** – Strong portfolio linked to identified enterprises, market access and livelihood outcomes at each Spoke.

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
C4. Pedagogy and digital learning	2	Simulation, AR/VR, blended and project-based learning; digital content in local context; assessment practice.	SIP Ch. 5.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.5** – Mentioned only in general terms, without specifics. **up to 1** – Basic digital tools mentioned. **up to 1.5** – Clear integration into delivery with trainer preparation. **2** – Integrated, low-bandwidth-ready model suited to Spoke connectivity, with measurable learning outcomes.

Criterion D: Infrastructure, Equipment and Asset Management (10 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
D1. Infrastructure and workshop modernisation plan	4	Institution-wise plan for workshops, labs, classrooms, hostels, safety and accessibility; civil works within the PM-SETU cap on civil expenditure; site readiness, statutory clearances, climate resilience and terrain constraints.	SIP Ch. 7; Form TECH-15.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – No institution-level plan. **up to 2** – Plan covers some ITIs; site constraints and costs unclear. **up to 3** – Phased institution-wise plan with costs, clearances and maintenance approach. **4** – Implementation-ready plan with site surveys, phasing around the monsoon, universal access, energy efficiency and compliance with the civil-works cap.
D2. Equipment specification, fungibility and utilisation	3	Trade-wise equipment lists with justification; multi-trade and modular design; utilisation targets; shared use across Hub and Spokes.	SIP Ch. 7 annex.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Mentioned only in general terms, without specifics. **up to 1.5** – Lists without utilisation logic. **up to 2.25** – Modular, shared equipment with utilisation targets. **3** – Optimised, future-ready specification with upgrade paths, shift-based utilisation and Hub-Spoke sharing.
D3. Maintenance, asset register and technology refresh	3	Preventive and corrective maintenance, annual maintenance contracts, asset register and tagging, insurance, technology refresh and funding of these after the Scheme Period.	SIP Ch. 7 and 11.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Mentioned only in general terms, without specifics. **up to 1.5** – Generic maintenance statement. **up to 2.25** – Defined maintenance system with responsibilities and budget. **3** – Lifecycle asset-management system with funded post-scheme maintenance, uptime targets and digital asset register.

Criterion E: Industry Engagement, Apprenticeship and Absorption * (12 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
E1. Partnership strategy and verified employer commitments	4	Named employers and associations, roles (curriculum, guest faculty, equipment, OJT, hiring), and signed commitment letters (Form TECH-10).	Form TECH-10; letters on employer letterhead.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – No named partners. **up to 2** – Partners named; few verifiable letters. **up to 3** – Verifiable commitments from several employers covering most proposed trades. **4** – Broad, verifiable and quantified commitments across sectors and geographies, with defined roles, timelines and governance.

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
E2. Apprenticeship, OJT and dual training	4	Year-wise apprenticeship and OJT numbers under the Apprentices Act/NAPS/NATS by trade and employer; dual-system arrangements; support for trainees from remote areas.	Form TECH-10; SIP Ch. 4.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – General intent. **up to 2** – Indicative numbers without named employers. **up to 3** – Year-wise targets supported by named employers. **4** – Ambitious, verified year-wise targets with stipend, travel and accommodation support arrangements and monitoring.
E3. Absorption by the AIP, its group, vendors and supply chain	4	Number and proportion of graduates to be absorbed by the AIP, group companies, vendors and supply-chain partners, by year and trade; terms of employment.	Form TECH-10; board-approved commitment of the AIP.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – No commitment. **up to 2** – Broad statement without numbers. **up to 3** – Quantified year-wise commitment by the AIP and supply chain. **4** – Binding, board-approved and quantified commitment with wage floors and tracking.

Criterion F: Placement and Livelihood Outcomes * (10 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
F1. Placement targets and tracking system	4	Year-wise placement targets over the verified baseline, by institution and trade; definition of placement consistent with Clause 5.9; tracking and verification method.	SIP Ch. 9; Annexure 13 linkage.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – No targets. **up to 2** – Targets without baseline or tracking. **up to 3** – Realistic year-wise targets with tracking and verification. **4** – Ambitious but evidence-backed targets by institution and trade with third-party verifiable tracking for 12 months after completion.
F2. Wage outcomes and job retention	2	Baseline wages, target starting wages and retention at 6 and 12 months; interventions linked to wage gains.	SIP Ch. 9.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.5** – Mentioned only in general terms, without specifics. **up to 1** – Wages mentioned without baseline. **up to 1.5** – Baseline and targets with linked interventions. **2** – Robust wage and retention plan with employer commitments and verification.
F3. Entrepreneurship and self-employment	2	Incubation, enterprise support, credit and market linkages; targets for self-employment, especially at Spokes.	SIP Ch. 4 and 11.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.5** – Mentioned only in general terms, without specifics. **up to 1** – General intent. **up to 1.5** – Defined support with targets and partners. **2** – Comprehensive enterprise pathway with financial-institution, market and mentoring partners and measurable outcomes.
F4. Mobility pathways within India and overseas, with safeguards	2	Placement pathways in the North-East, other States and overseas; pre-departure, language and welfare support; compliance with Applicable Law on recruitment.	SIP Ch. 4.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.5** – Mentioned only in general terms, without specifics. **up to 1** – General mention. **up to 1.5** – Identified channels with preparation support. **2** – Structured, safe mobility pathways with verified recruiters, welfare support and targets.

Criterion G: Human Resources and Institutional Capacity (10 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
G1. Proposed SPV CEO and key personnel	4	CVs (Form TECH-11) of the proposed SPV CEO and key managers (operations/academics, industry relations and placement, finance and procurement, MIS and M&E); scale of operations managed; commitment to be based in Meghalaya.	Form TECH-11 with signed CVs and availability declarations.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – No CVs or unrelated profiles. **up to 2** – Profiles with limited relevant experience. **up to 3** – Qualified team with relevant skilling or industrial leadership experience. **4** – Highly credible team with proven results at scale, North-East or hilly-area experience, and full-time location in Meghalaya.
G2. Trainer development, ToT and industry immersion	3	Training-needs assessment, annual ToT and industry-immersion calendar, certifications, partnerships with NSTIs and other institutions.	SIP Ch. 6.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Mentioned only in general terms, without specifics. **up to 1.5** – Intent without calendar. **up to 2.25** – Structured, time-bound plan with certifications and industry exposure. **3** – Comprehensive plan covering all trainers in every Shillong Cluster ITI with measured competence gains.
G3. Vacancy management and master trainers	3	Mechanism to fill instructional vacancies without disruption pending regular recruitment by the State; sourcing and retention of master trainers and subject experts; HR model adopted (co-existence, deputation or SPV-led).	SIP Ch. 6 and 10.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Mentioned only in general terms, without specifics. **up to 1.5** – Broad statements. **up to 2.25** – Clear mechanism ensuring continuity of instruction and master-trainer pool. **3** – Zero-disruption mechanism with a pre-qualified pool, local recruitment, retention incentives and accountability.

Criterion H: Inclusion and Access (8 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
H1. Women's participation, including in non-traditional trades	4	Baseline and targets for women's enrolment, completion and placement; safety, hostels, transport, childcare and counselling; women-led enterprise pathways; role of any women's ITI in the Shillong Cluster.	SIP Ch. 8.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Mentioned only in general terms, without specifics. **up to 2** – Awareness measures only. **up to 3** – Clear roadmap with infrastructure, safety and targets. **4** – Measurable, well-resourced strategy with employer commitments for women and outcome tracking.
H2. Access for remote, rural, first-generation and economically weaker youth and persons with disabilities	4	Mobilisation in remote blocks, hostel and transport support, bridge and remedial courses, accessibility audits and reasonable accommodation under the Rights of Persons with Disabilities Act, 2016, grievance and retention support.	SIP Ch. 8.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Mentioned only in general terms, without specifics. **up to 2** – Generic statements. **up to 3** – Targeted measures with indicators. **4** – Comprehensive, costed strategy addressing distance, cost and disability barriers, with retention tracking.

Criterion I: Meghalaya / North-East Operating Model and Implementation Readiness (6 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
I1. Local presence, team and partnerships	3	Existing or proposed local office and team in the Shillong Cluster region, partnerships with local industry, institutions and community bodies, experience in hilly or dispersed settings.	SIP Ch. 10; Form TECH-9.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – Mentioned only in general terms, without specifics. **up to 1.5** – Intent to establish presence without detail. **up to 2.25** – Defined local team and partnerships with timelines. **3** – Strong local operating model, with experience in comparable terrain and verified local partnerships.
I2. Implementation plan, sequencing and risk management	3	Gantt chart from T0, critical path, procurement plan, risk register (including monsoon, access, land, regulatory approvals, staffing, funding delay) and mitigation.	SIP Ch. 13; Gantt chart.	**0** – Not addressed, generic, or not supported by evidence. **up to 0.75** – No plan. **up to 1.5** – High-level timeline only. **up to 2.25** – Realistic plan with critical path and risk register. **3** – Detailed, realistic plan with contingency, seasonal scheduling and owners for each risk.

Criterion J: Digital Systems, MIS and Data Governance (4 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
J1. MIS, LMS and data governance	4	Trainee lifecycle MIS, LMS, asset and finance systems; interoperability with the State MIS for ITIs and national portals; data ownership by the Government; compliance with the DPDP Act, 2023; connectivity solutions for Spokes.	SIP Ch. 7 and 9.	**0** – Not addressed, generic, or not supported by evidence. **up to 1** – Mentioned only in general terms, without specifics. **up to 2** – Systems named without integration or data governance. **up to 3** – Integrated systems with data protection and Government data ownership. **4** – Interoperable, open-standard systems with real-time KPI dashboards, data handover provisions and offline capability.

Criterion K: Sustainability and Revenue Model (5 marks)

Sub-criterion	Max	Bidder to provide	Evidence / location	Scoring descriptors (maximum marks per band)
K1. Institutional and financial sustainability beyond the Scheme Period	5	Revenue streams (fee-based courses, production and service centres, industry-commissioned training, shared facility use), cost projections, post-scheme maintenance and staffing funding, and reduction of dependence on Government funds, consistent with Government policy.	SIP Ch. 11; Form FIN-7 (evaluated only for consistency after financial opening; not scored twice).	**0** – Not addressed, generic, or not supported by evidence. **up to 1.25** – Mentioned only in general terms, without specifics. **up to 2.5** – Revenue mentioned without plan. **up to 3.75** – Defined revenue activities with indicative targets and post-scheme cost coverage. **5** – Viable, evidence-based model with conservative projections, institutional mechanisms and a funded plan to sustain operations and assets after the Scheme Period.

Criterion L: Demonstrated Experience in Skilling (5 marks)

The Bidder may submit up to five (5) case studies in Form TECH-9 of skilling, vocational training or education initiatives that it (or a Consortium Member or a parent participating under Note 3) has funded through CSR or internal resources, or has operated, during the ten (10) years preceding the Bid Due

Date. Each case study shall be scored as below, subject to a maximum of 1 mark per case study and 5 marks in total.

Scale of initiative (average trainees per year, verified)	Marks per case study
Fewer than 400 trainees per year	0.25
400 to 1,200 trainees per year	0.50
More than 1,200 trainees per year	0.75
Additional mark where the initiative involved operating or upgrading an ITI or equivalent long-term training institution, or was delivered in a hilly, remote or North-Eastern setting	+0.25 (maximum 1.00 per case study)

Experience of holding, subsidiary, associate or group entities that are not Bidders, Consortium Members or co-applicants under Note 3 shall not be considered. Each case study shall be supported by a client certificate, audited CSR report or equivalent evidence; unsupported case studies score nil.

Industry Contribution above the Mandatory Industry Contribution is rewarded through the Industry Contribution score (Zt) in Part C and is not scored again in Part B.

Part C: Quality and Cost Based Selection (QCBS)

C.1 The combined score (Sn) of each technically qualified Bidder shall be computed as:

$$\mathbf{Sn = (Xt \times 0.50) + (Yt \times 0.30) + (Zt \times 0.20)}$$

where each of Xt, Yt and Zt is expressed on a scale of 0 to 100 and the weights total 1.00 (100%).

C.2 Variables

Symbol	Definition	Source
Xt	Technical score of the Bidder out of 100 under Part B (average of TEC members), rounded to two decimals	TEC evaluation
Ob	Total five-year SIP outlay of the Bidder in ₹ crore (all sources; capital and operating), after arithmetic correction under ITB 26.5	Form TECH-15
Ob*	Evaluated outlay = the greater of Ob and the Minimum Realistic Outlay (relevant only where the TEC has accepted an outlay below that level under ITB 32.1)	Computed
A	Cost per technical point = Ob* ÷ Xt	Computed
Amin	Lowest value of A among technically qualified Bidders	Computed
Yt	Cost-efficiency score = (Amin ÷ A) × 100	Computed
ICb	Total Industry Contribution committed (Mandatory + Additional), ₹ crore	Form FIN-2
F	Industry Contribution percentage = ICb ÷ Ob* × 100, which shall not be less than 17.00 (eligibility check; not used for scoring)	Form FIN-2 (verified)
ICmax	Highest ICb among technically qualified Bidders	Computed
Zt	Industry Contribution score = (ICb ÷ ICmax) × 100	Computed

C.3 Rules of computation

(a) All intermediate values shall be computed to four decimal places and the final scores rounded to two decimal places.

(b) A SIP outlay above the indicative ceiling of the Shillong Cluster shall be non-responsive (ITB 26.3). Within the ceiling, an outlay is compared only on the cost-per-technical-point basis, so that a higher outlay is rewarded only if matched by proportionately higher technical quality.

(c) The Industry Contribution is scored on the amount committed in rupees, so that the score reflects the actual investment brought to the Shillong Cluster. The cost-efficiency score (Yt) rewards economy in the SIP, while the contribution score (Zt) rewards the scale of industry investment; together they ensure that neither an understated nor an inflated SIP gains an advantage.

(d) Only cash contributions and in-kind contributions that meet Clause 5.8 of Section 5 are counted in ICb. A Bidder shall declare the composition in Form FIN-5; any in-kind amount above the limit in Clause 5.8 shall be disregarded for evaluation.

(e) CSR funds may form part of ICb to the extent permitted by Section 135 and Schedule VII of the Companies Act, 2013 and the CSR Rules, as certified in Form FIN-5.

(f) Contributions offered for the Tura Cluster shall not be counted for the Shillong Cluster.

(g) The computation sheet shall be signed by all TEC members and published with the result.

C.4 Worked example (illustrative only)

Assume three technically qualified Bidders for the Shillong Cluster. Indicative ceiling ₹361.00 crore; Minimum Realistic Outlay (50%) ₹180.50 crore. All outlays are within the ceiling and above the minimum, so Ob* = Ob.

Bidder	Xt	Ob (₹ cr)	A = Ob ÷ Xt	Yt	F (%)	ICb (₹ cr)	Zt	Sn
Bidder P	82.00	288.80	3.5220	91.42	20.00	57.76	93.57	87.14
Bidder Q	88.00	342.95	3.8972	82.62	18.00	61.73	100.00	88.79
Bidder R	74.00	238.26	3.2197	100.00	25.00	59.57	96.49	86.30

Amin = 3.2197; ICmax = ₹61.73 crore. For example, for Bidder P: Yt = (3.2197 ÷ 3.5220) × 100 = 91.42; Zt = (57.76 ÷ 61.73) × 100 = 93.57; Sn = (82.00 × 0.50) + (91.42 × 0.30) + (93.57 × 0.20) = 87.14.

Ranking: H-1 Bidder Q (88.79); H-2 Bidder P (87.14); H-3 Bidder R (86.30).

If a fourth Bidder proposed an outlay of ₹144.40 crore (below the Minimum Realistic Outlay of ₹180.50 crore) without an accepted justification, its Proposal would be non-responsive under ITB 26.3. If the TEC accepted the justification, its cost-efficiency score would be computed on Ob* = ₹180.50 crore.

C.5 Tie-breaking

Ties shall be resolved under ITB 33.

Section 5: Terms of Reference and Performance Framework

5.1 Background

5.1.1 The Pradhan Mantri Skilling & Employability Transformation through Upgraded ITIs (PM-SETU) is a Centrally Sponsored Scheme of the Ministry of Skill Development & Entrepreneurship with a national outlay of ₹60,000 crore over 2025-26 to 2029-30, for the upgradation of about 1,000 Government ITIs in a Hub-and-Spoke model and the strengthening of selected National Skill Training Institutes. Half of the Central share is co-financed by the Asian Development Bank and the World Bank.

5.1.2 Under Component I, each cluster is implemented through an industry-led Special Purpose Vehicle registered as a Section 8 company, in which the Anchor Industry Partner holds 51% and the Central and State Governments 24.5% each. The SPV operates the cluster ITIs under a licence from the State Government; ownership of land, buildings and equipment remains with the Government. The AIP brings strategic leadership, industry linkages and a minimum co-investment of 17% of project cost.

5.1.3 Meghalaya is a North-Eastern and Hilly State. The PM-SETU Guidelines provide a funding ratio of 74.7: 8.3: 17 (Centre: State: Industry) for such States, with the enhanced Central share covering part of operating expenditure, and permit relaxation of the indicative definition of Hubs and Spokes ("Mini-Hubs for North-East and Hilly Region", Section 2(n)).

5.1.4 The Government of Meghalaya has adopted a two-cluster approach: the Shillong Cluster for the Khasi–Jaintia region and the Tura Cluster for the Garo Hills region. This RFP relates to the Shillong Cluster. The catchment includes the State capital and its service economy, tourism circuits around Shillong, Sohra and the Jaintia Hills, the Byrnihat–Ri-Bhoi industrial belt, horticulture and agro-processing in the Khasi and Jaintia Hills, and a construction and utilities market driven by urban growth and public infrastructure.

5.1.5 The AIP shall coordinate with other Central and State programmes under implementation at the Shillong Cluster ITIs so that PM-SETU investments complement, and do not duplicate, works and equipment already provided or under execution.

5.2 Objectives

The objective is to engage a credible and capable AIP to transform the Shillong Cluster into a modern, industry-aligned and employment-focused network of institutions that serves the youth of the Khasi–Jaintia region. Specifically, the engagement aims to:

(a) align the trade portfolio of the Hub and each Spoke with evidenced demand in local, North-Eastern, national and digital labour markets;

(b) modernise infrastructure, equipment, curricula, pedagogy and digital systems to industry standard;

(c) raise enrolment, completion, apprenticeship, placement, wage and retention outcomes, with particular attention to women, remote and rural youth and persons with disabilities;

(d) build the capacity of instructors and institutional leadership through structured industry exposure and training;

(e) create viable pathways for local enterprise and self-employment where wage employment is limited;

(f) establish an accountable, transparent and financially sustainable operating model that continues to serve the Shillong Cluster after the Scheme Period.

5.3 Scope of Work

The AIP, acting through the SPV, shall be responsible for the following, in accordance with the approved SIP, the AOPs and the Agreements.

5.3.1 Strategic planning and governance.

- Prepare and, after approval, implement the five-year SIP and annual AOPs for the Shillong Cluster.
- Nominate directors and constitute the SPV Board and committees (Academic and Curriculum; Infrastructure and Procurement; Industry Linkage and Placement; Audit and Finance).
- Establish performance monitoring, internal control and reporting systems.

5.3.2 Trade rationalisation and specialisation.

- Review every existing trade and unit and implement the approved R/U/S/C/V/D/N actions.
- Implement the Affiliation Plan, aligning all Shillong Cluster trades with NCVET/DGT norms and preparing documentation for new and redesigned courses.
- Develop differentiated Hub and Spoke roles and the approved Centres of Excellence.

5.3.3 Infrastructure and technology.

- Design and execute civil, electrical and workshop upgrades within the PM-SETU cap on civil works, through transparent procurement by the SPV.
- Procure, install, commission and maintain industry-grade equipment, tools, simulators and IT systems.
- Maintain an asset register for all public and SPV assets and a technology-refresh plan.

5.3.4 Curriculum and training delivery.

- Co-develop and update curricula with DGT and industry; introduce new and modular programmes, including Spoke-level customised programmes.
- Integrate OJT, dual training and project-based learning; support assessment and certification processes.

5.3.5 Trainers and institutional capacity.

- Conduct training-needs assessment; deliver ToT and industry immersion for all instructors; create a cluster master-trainer pool.
- Fill instructional gaps through the SPV pending regular recruitment, under the HR model agreed with the State.

5.3.6 Industry linkage, apprenticeship and placement.

- Mobilise employers for apprenticeship, OJT and placement in Meghalaya, the North-East, other States and, where appropriate, overseas.
- Operate placement and apprenticeship cells in each ITI; track placement, wages and retention for 12 months.
- Deliver the absorption commitments of the AIP and its supply chain.

5.3.7 Entrepreneurship and local economy.

- Establish incubation and enterprise support, especially at Spokes, linked to tourism, agri-processing, bamboo and crafts, construction, digital and green services where evidence supports.

5.3.8 Inclusion.

- Implement the gender and inclusion plan, including safe hostels and transport, counselling, remedial support and accessibility.

5.3.9 Digital systems and data.

- Implement MIS, LMS, finance and asset systems interoperable with the State MIS for ITIs and national portals; ensure Government ownership of data and DPDP Act compliance.

5.3.10 Financial co-investment and sustainability.

- Deposit the Industry Contribution as scheduled; develop revenue streams consistent with Government policy; prepare and implement the post-scheme sustainability plan.

5.3.11 Quality, monitoring and reporting.

- Comply with NCVET/DGT standards; pursue relevant accreditation; report KPIs and finances as required by Clause 5.16.

5.4 Cluster Composition and Institutional Profile

Role	Institution	District	Existing trades	Units	Sanctioned seats
Hub	Government ITI Shillong	East Khasi Hills	19	25	552
Spoke	Government ITI Jowai	West Jaintia Hills	7	7	160
Spoke	Government ITI Sohra	East Khasi Hills	5	5	112
Spoke	Government ITI Nongpoh	Ri-Bhoi	6	6	132
Spoke	Government ITI Nongstoin	West Khasi Hills	5	5	112
Spoke	Government ITI (Women) Shillong	East Khasi Hills	6	6	128
Spoke	Government ITI Khliehriat	East Jaintia Hills	5	5	108
Spoke	Government ITI Mawkyrwat	South West Khasi Hills	5	5	108
	Total		**58**	**64**	**1,412**

Admissions in the last two sessions are set out below. They indicate the present level of seat utilisation and women's participation from which the AIP is expected to build.

Institution	Sanctioned seats	Admitted 2024-25	of which women	Admitted 2025-26	of which women	Seat utilisation 2025-26	Women's share 2025-26
ITI Shillong (Hub)	552	238	39	275	41	49.8%	14.9%
ITI Jowai (Spoke)	160	107	33	82	32	51.3%	39.0%
ITI Sohra (Spoke)	112	35	3	56	25	50.0%	44.6%
ITI Nongpoh (Spoke)	132	28	0	50	0	37.9%	0.0%
ITI Nongstoin (Spoke)	112	42	n.a.	23	4	20.5%	17.4%
ITI (Women) Shillong (Spoke)	128	103	103	102	102	79.7%	100.0%
ITI Khliehriat (Spoke)	108	39	6	63	35	58.3%	55.6%
ITI Mawkyrwat (Spoke)	108	76	10	54	20	50.0%	37.0%
Total	**1,412**	**668**	**—**	**705**	**259**	**49.9%**	**36.7%**

Institution	Indicative role (not binding on the AIP)
Government ITI Shillong (Hub)	Regional technical, industry and Centre-of-Excellence anchor for the Khasi–Jaintia region
Government ITI Jowai (Spoke)	Industrial, automotive, agri-processing and local enterprise pathways
Government ITI Sohra (Spoke)	Local and tourism-linked skills; construction, utility and service pathways
Government ITI Nongpoh (Spoke)	Building, utility and local enterprise pathways for the Ri-Bhoi/Nongpoh catchment
Government ITI Nongstoin (Spoke)	Building, agri-allied and craft-linked pathways for the West Khasi Hills catchment
Government ITI (Women) Shillong (Spoke)	Dedicated women-focused pathways in high-demand and non-traditional trades; co-located with the Hub
Government ITI Khliehriat (Spoke)	Digital, wellness, automotive and utility services, with scope for construction and industrial maintenance linked to the East Jaintia Hills cement belt
Government ITI Mawkyrwat (Spoke)	Digital and multimedia, automotive and utility services, and craft-based enterprise pathways for the South West Khasi Hills catchment

Indicative sector alignment for the Spokes of the Shillong Cluster: Tourism; Digital and AI-enabled services; Construction, repair and maintenance; Textiles; Food processing; Renewable energy. This alignment, and the Meghalaya-wide priorities below, are indicative and not a closed list. The AIP shall substantiate its final specialisation with evidence of labour-market demand, employer commitment, placement potential, trainer availability, infrastructure and regulatory feasibility and livelihood impact.

Meghalaya-wide priority area	Indicative direction
Emerging technologies	AI, digital technologies, automation, semiconductor-related and other future skills
Green technologies	Renewable energy, solar, EV and electrical systems, energy efficiency and green trades
Integrated agri-processing	Horticulture practices, hydroponics, food processing and cold-chain skills
Integrated building services	Mechanical, electrical and plumbing (MEP) and multi-skill pathways
Construction, repair and maintenance	Building construction, masonry, prefabricated/modular techniques, quality control; equipment and vehicle repair
Tourism and hospitality	Hospitality, culinary and tourism services and supporting infrastructure skills
Traditional and local economic strengths	Bamboo, crafts, souvenir products and region-specific enterprise
Advanced manufacturing	CNC, advanced machining, welding, automation and industrial maintenance
Digital services	ICT, multimedia, IT-enabled services and technology-enabled employment and entrepreneurship

5.4.1 Baseline data in this Section relate to the 2025-26 session. The Authority will publish on the website of the Authority the ITI profiles of all Shillong Cluster ITIs (land, buildings, equipment, staff, enrolment and pass data for the last three years, and budgets). Where a profile differs from this Section, the Authority will clarify by corrigendum.

5.5 Trade-level Baseline and Regulatory Status

5.5.1 The trade-level baseline of the Shillong Cluster is set out below. All Shillong Cluster ITIs and all their trades form part of the Shillong Cluster and of the scope of this RFP.

Sl.	ITI	Role	Existing trade	Units	Seats
1	ITI Shillong	Hub	Baker & Confectioner	1	24
2	ITI Shillong	Hub	Digital Photographer	1	24
3	ITI Shillong	Hub	Draughtsman Civil	2	48
4	ITI Shillong	Hub	Driver cum Mechanic (LMV)	1	20
5	ITI Shillong	Hub	Electrician	2	40
6	ITI Shillong	Hub	Electronics Mechanic	1	24
7	ITI Shillong	Hub	Fitter	2	40
8	ITI Shillong	Hub	Fruits & Vegetables Processing	1	24
9	ITI Shillong	Hub	Information & Communication Technology System Maintenance	1	24
10	ITI Shillong	Hub	Mechanic Motor Vehicle	2	48
11	ITI Shillong	Hub	Multimedia Animation & Special Effects	1	24
12	ITI Shillong	Hub	Operator Advanced Machine Tools	1	16
13	ITI Shillong	Hub	Plumber	1	24
14	ITI Shillong	Hub	Solar Technician (Electrical)	1	20
15	ITI Shillong	Hub	Stenographer	1	24
16	ITI Shillong	Hub	Surveyor	1	24
17	ITI Shillong	Hub	Welder	2	40

Sl.	ITI	Role	Existing trade	Units	Seats
18	ITI Shillong	Hub	Wireman	2	40
19	ITI Shillong	Hub	Wood Work Technician	1	24
20	ITI Jowai	Spoke	Electrician	1	20
21	ITI Jowai	Spoke	Fruits & Vegetables Processing	1	24
22	ITI Jowai	Spoke	Horticulture	1	24
23	ITI Jowai	Spoke	Mechanic Motor Vehicle	1	24
24	ITI Jowai	Spoke	Plumber	1	24
25	ITI Jowai	Spoke	Stenographer	1	24
26	ITI Jowai	Spoke	Welder	1	20
27	ITI Sohra	Spoke	Catering & Hospitality Assistant	1	20
28	ITI Sohra	Spoke	Computer Operator & Programming Assistant	1	24
29	ITI Sohra	Spoke	Mason (Building Constructor)	1	24
30	ITI Sohra	Spoke	Plumber	1	24
31	ITI Sohra	Spoke	Wireman	1	20
32	ITI Nongpoh	Spoke	Data Entry Operator	1	24
33	ITI Nongpoh	Spoke	Dress Making	1	20
34	ITI Nongpoh	Spoke	Mason (Building Constructor)	1	24
35	ITI Nongpoh	Spoke	Plumber	1	24
36	ITI Nongpoh	Spoke	Welder	1	20
37	ITI Nongpoh	Spoke	Wireman	1	20
38	ITI Nongstoin	Spoke	Floriculture & Landscaping	1	24
39	ITI Nongstoin	Spoke	Mason (Building Constructor)	1	24
40	ITI Nongstoin	Spoke	Painter General	1	20
41	ITI Nongstoin	Spoke	Wireman	1	20
42	ITI Nongstoin	Spoke	Wood Work Technician	1	24
43	ITI (Women) Shillong	Spoke	Advance Dress Making	1	20
44	ITI (Women) Shillong	Spoke	Catering & Hospitality Assistant	1	20
45	ITI (Women) Shillong	Spoke	Computer Operator & Programming Assistant	1	24
46	ITI (Women) Shillong	Spoke	Cosmetology	1	24
47	ITI (Women) Shillong	Spoke	Dress Making	1	20
48	ITI (Women) Shillong	Spoke	Weaving Technician for Silk & Woollen Fabrics	1	20
49	ITI Khliehriat	Spoke	Computer Operator & Programming Assistant	1	24
50	ITI Khliehriat	Spoke	Cosmetology	1	24
51	ITI Khliehriat	Spoke	Driver cum Mechanic (LMV)	1	20
52	ITI Khliehriat	Spoke	Surface Ornamentation Techniques (Embroidery)	1	20
53	ITI Khliehriat	Spoke	Wireman	1	20
54	ITI Mawkyrwat	Spoke	Computer Operator & Programming Assistant	1	24
55	ITI Mawkyrwat	Spoke	Driver cum Mechanic (LMV)	1	20
56	ITI Mawkyrwat	Spoke	Multimedia Animation & Special Effects	1	24
57	ITI Mawkyrwat	Spoke	Surface Ornamentation Techniques (Embroidery)	1	20
58	ITI Mawkyrwat	Spoke	Wireman	1	20
	Total		**58 trades**	**64**	**1,412**

5.5.2 Affiliation. The State Government is completing the affiliation of all Shillong Cluster ITIs and their trades with NCVET/DGT, with the support of its Project Management Consultant, so that

every institution in the Shillong Cluster is covered under PM-SETU. The AIP shall support this programme by aligning the infrastructure, equipment, trainers and curricula of the Shillong Cluster ITIs with affiliation norms, in accordance with the Affiliation Plan in the approved SIP.

5.5.3 New and redesigned courses shall be developed by the SPV/Hub, routed through CSTARI and submitted to NCVET for approval under the "green channel" referred to in Sections 5.3 and 5.9 of the PM-SETU Guidelines. Grant of affiliation and approval of courses rest with the competent regulatory authorities.

5.6 Roles and Responsibilities

Party	Principal responsibilities
Government of India (MSDE/DGT; NSC)	Policy direction; approval of SIPs and material amendments through the NSC; release of the Central share against milestones and DLIs; regulatory facilitation (curriculum, affiliation, assessment); nomination of the Central Government director on the SPV Board; Central shareholding (24.5%).
Government of Meghalaya (Department; SSC; DECT as Authority)	Cluster designation and modification; recommendation of SIPs to the NSC through the SSC; release of the State share; grant of the License for public assets; continued payment of salaries of regular Government staff; filling of sanctioned posts; State regulatory and administrative facilitation; nomination of the State Government director(s); State shareholding (24.5%); monitoring, audit and enforcement of the Agreements.
AIP	Strategic leadership; 51% shareholding and nomination of the SPV Chairperson and majority directors, subject to Reserved Matters; deposit of the Industry Contribution; mobilisation of employers, apprenticeships and absorption; secondment of experts; delivery of scored commitments; parent support where relied upon; liability for performance under the Agreements.
SPV	Operation of the Shillong Cluster ITIs under the License; implementation of the SIP and AOPs; procurement; engagement of SPV staff; financial management through the Escrow Account; maintenance of public assets; data management; reporting; compliance with Applicable Law.
Hub ITI	Regional anchor for advanced training, CoEs, shared facilities, trainer development and cluster-level coordination; host of the SPV office unless otherwise approved.
Spoke ITIs	Delivery of approved trades and local programmes; access to Hub facilities; local employer and community engagement; mobilisation in their catchments.
Principals and Government staff	Statutory and academic functions under State rules (admissions, examinations, discipline, certification) as retained by the State; co-operation with the SPV under the HR model adopted.

5.6.1 **HR models.** The State and the SPV shall adopt, Shillong Cluster ITI by Shillong Cluster ITI, one of the HR models recognised by the PM-SETU Guidelines: (a) co-existence of Government and SPV staff; (b) deputation of Government staff to the SPV; or (c) SPV-led staffing with limited Government staff involvement. The model, the reporting lines of Government staff and the responsibility for salaries shall be recorded in the License Agreement. Government staff shall remain subject to their service rules.

5.6.2 **Statutory functions retained by the State.** Unless the competent authority delegates them in writing, the following shall remain with the State: admissions policy and reservation norms under State law; fee regulation for CTS courses; conduct of examinations as prescribed by the competent certifying body; disciplinary control over Government staff; and any function that by law must be performed by a public authority.

5.6.3 **State support and facilitation.** Recognising that industry partners may be new to operating in the region, the State Government shall, through the Authority:

(a) designate a Nodal Officer at DECT for the Shillong Cluster, and a focal point at each Shillong Cluster ITI, from the date of the LoA;

(b) operate a single-window facilitation desk at DECT to coordinate approvals and permissions required from State departments, district administrations and other local bodies, with a target of disposal within thirty (30) days;

(c) hand over the licensed premises and equipment in their existing operational condition, with a joint inventory, and resolve site, access and utility issues within the State's control before works commence;

(d) continue to pay the salaries of regular Government staff and fill sanctioned posts in accordance with State procedures;

(e) complete NCVET/DGT affiliation of all Shillong Cluster ITIs and trades, and sponsor new and redesigned courses, with the support of the Project Management Consultant engaged by the Authority;

(f) release the State share on time and facilitate release of the Central share;

(g) facilitate convergence with State and Central schemes for apprenticeship, hostels, transport, entrepreneurship and credit where eligible;

(h) facilitate engagement with State industry-promotion agencies, industry associations and district administrations to build employer networks in the region;

(i) permit appropriate co-branding of Centres of Excellence and facilities developed with the AIP's contribution, consistent with Government guidelines, and provide priority access for campus recruitment by the AIP and its partners, without restricting trainees' freedom of choice;

(j) determine and pay any compensation due on Government default under the License Agreement within ninety (90) days of determination.

5.7 Financial Architecture

5.7.1 The following distinctions shall apply throughout this RFP and the Agreements:

Term	Meaning in this RFP	Binding?
Scheme ceiling	PM-SETU per-institution ceiling of ₹81 crore (Hub) and ₹40 crore (Spoke) over five years, inclusive of capital and operating components	Upper limit
Indicative project outlay	Ceiling applied to the Shillong Cluster: ₹361.00 crore	No – illustrative
Proposed SIP outlay (Ob)	Bidder's five-year outlay in Form TECH-15	Binding for evaluation; basis of negotiation
Approved SIP outlay	Outlay approved by the SSC and NSC in the Final SIP	Yes
Mandatory Industry Contribution	17% of the approved SIP outlay	Yes
Additional Industry Contribution	Contribution above 17% quoted in Form FIN-2, binding as provided in Clause 5.8.1	Yes
CSR funding	Part of Industry Contribution sourced from the CSR budget of the AIP or its group, eligible to the extent permitted by law	Counts if compliant
Other third-party support	Grants, donor or philanthropic funds secured by the AIP for the Shillong Cluster; counted as Industry Contribution only with prior approval and only if not sourced from any Government scheme	Counts if approved
Cash contribution	Funds deposited into the Escrow Account	Yes
In-kind contribution	Equipment, software, curriculum IP, expert time and similar, valued under Clause 5.8 and subject to the cap	Counts within cap
Government-funded expenditure	Central and State shares released against approved AOPs and milestones	Subject to sanction
Post-award investment commitment	Year-wise contribution schedule in Form FIN-6, carried into the License Agreement	Yes

5.7.2 Indicative envelope by institution (₹ crore; five years):

Institution	Ceiling	Central 74.7%	State 8.3%	Industry 17%
Government ITI Shillong (Hub)	81.00	60.51	6.72	13.77

Institution	Ceiling	Central 74.7%	State 8.3%	Industry 17%
Government ITI Jowai (Spoke)	40.00	29.88	3.32	6.80
Government ITI Sohra (Spoke)	40.00	29.88	3.32	6.80
Government ITI Nongpoh (Spoke)	40.00	29.88	3.32	6.80
Government ITI Nongstoin (Spoke)	40.00	29.88	3.32	6.80
Government ITI (Women) Shillong (Spoke)	40.00	29.88	3.32	6.80
Government ITI Khliehriat (Spoke)	40.00	29.88	3.32	6.80
Government ITI Mawkyrwat (Spoke)	40.00	29.88	3.32	6.80
Total	**361.00**	**269.67**	**29.96**	**61.37**

5.7.3 These figures are not a commitment of the Government of India or the Government of Meghalaya. Government funds will be released only against an approved SIP and AOP, subject to budget provision, sanction, milestone achievement and the release procedures of the Scheme, including escrow-based disbursement and Disbursement-Linked Indicators. Releases for any SIP years falling after 2029-30 shall be made in accordance with the extension or continuation of the Scheme by the Government of India, which the State Government is actively pursuing.

5.7.4 Expenditure on civil infrastructure shall not exceed the cap prescribed in the PM-SETU Guidelines. Recurring costs of regular Government staff are outside the SIP outlay and continue to be borne by the State.

5.7.5 **Phasing.** The Bidder shall phase its SIP so that critical capital investments are front-loaded, and shall set out in Form FIN-7 how the Shillong Cluster will be sustained over the long term.

5.7.6 **Escrow and sequencing.** All Central, State and Industry funds for the Project shall be deposited in the Escrow Account. The Industry Contribution shall be paid in step with the Government shares: the AIP shall deposit its share for each Financial Year, as scheduled in Form FIN-6 and finalised in the License Agreement, within thirty (30) days after release of the corresponding Government share for that year. The first instalment shall be deposited within thirty (30) days of the first Government release following approval of the Final SIP. The License Agreement shall set time-bound funding obligations for all three funding parties so that work is not stalled for want of funds.

5.8 Industry Contribution: Valuation, Timing, Evidence and Verification

5.8.1 **Minimum and additional contribution.** The Industry Contribution shall be not less than 17% of the approved SIP outlay. The amount quoted in Form FIN-2 is binding. Where the approved outlay is lower than the evaluated outlay, the Industry Contribution shall be the higher of (a) 17% of the approved outlay and (b) the quoted amount reduced in proportion to the reduction in outlay.

5.8.2 **Cash.** Not less than 60% of the Industry Contribution shall be in cash deposited in the Escrow Account.

5.8.3 **In-kind contributions** may be counted up to 40% of the Industry Contribution only if: (a) the item is included in the approved SIP; (b) it is new or, for equipment, certified fit for purpose with a residual life of at least five years; (c) its value is determined at the lower of documented cost and fair market value certified by an independent valuer or the Authority's technical committee; (d) title to equipment vests in the SPV on delivery, to be held for the Project and returned to the State on handback; and (e) for expert time, the value is based on documented salary cost (without overheads or margin) of named personnel deployed exclusively on the Project.

5.8.4 **Not counted as Industry Contribution:** brand or goodwill value; AIP corporate overheads or management fees; apprentice stipends or wages paid by employers in the ordinary course or reimbursed under any Government scheme; salaries of graduates hired by the AIP; costs of preparing the Proposal; any amount sourced from a Government scheme or Government-

owned entity's budget other than as permitted by law; any amount counted for the Tura Cluster or any other PM-SETU cluster; and any amount repaid to the AIP, directly or indirectly, through SPV procurement or related-party transactions.

5.8.5 **CSR.** CSR expenditure may count only if it qualifies under Section 135 and Schedule VII of the Companies Act, 2013 and the Companies (CSR Policy) Rules, 2014, including any condition on contributions to a Section 8 company in which the contributor holds shares, and is so certified by the contributor's CFO and Statutory Auditor in Form FIN-5. The AIP bears the risk of CSR ineligibility and shall replace any ineligible amount with cash.

5.8.6 **Verification.** Contributions shall be verified annually by the statutory auditor of the SPV and certified to the Authority within 90 days of the end of each Financial Year, and may be test-checked by the Authority or an independent agency. In-kind contributions shall be entered in the asset register with valuation records. Shortfalls carried forward beyond one Financial Year shall be an event of default unless rescheduled with approval.

5.8.7 **Security for contribution.** The Industry Contribution obligation shall be backed by the Industry Contribution Undertaking (Annexure 9), the joint and several liability of Consortium Members and any supporting parent, and the Performance Security.

5.9 Performance Framework and KPI Enforcement

5.9.1 The KPI matrix below is the minimum framework. Baselines shall be verified jointly by the Authority and the SPV before the Final SIP is approved. Targets shall be those committed in the SIP, which shall not be lower than the minimum levels stated below, and shall be finalised during negotiation and recorded in the License Agreement and Annexure 13. Year 1 is treated as a mobilisation year for the purpose of financial remedies.

ID	KPI and definition	Baseline	Target / floor	Milestones	Measurement and data source	Frequency	Responsible	Verification	Consequence
K1 (Core)	Seat utilisation: CTS trainees admitted ÷ sanctioned seats (all Shillong Cluster ITIs; by ITI and trade)	2025-26: 705 admitted against 1,412 sanctioned seats (49.9%)	SIP target; floor ≥70% by Y3 and ≥85% by Y5	Annual (Y1–Y5); cumulative	Admission registers; NCVET/DGT portal; State MIS	Annual	SPV	Authority / independent verifier	CAP; tranche withholding; LDs
K2	Net additional CTS seats created (approved and filled)	Baseline seats as above	Per approved SIP	Year-wise per SIP	Affiliation orders; admissions	Annual	SPV / State	Authority	CAP; re-phasing where approvals are pending
K3 (Core)	Pass rate: trainees passing final examination ÷ trainees appearing (CTS)	_____	SIP target; floor ≥85% by Y4	Annual	Examination results	Annual	SPV	Authority	CAP; LDs
K4	Existing courses upgraded with industry-validated modules	0	Per SIP (Hub ≥_____, Spoke ≥_____)	Y1–Y3	SPV Academic Committee records; DGT approvals	Half-yearly	SPV	Authority	CAP
K5	New CTS / long-term courses introduced and running with enrolment	0	Per SIP	Y2–Y4	Affiliation orders; admissions	Annual	SPV	Authority	CAP; re-phasing where approvals are pending
K6	Short-term / modular / industry-certified trainees certified	_____	Per SIP	Annual	Certificates; MIS	Quarterly	SPV	Independent verifier (sample)	CAP
K7 (Core)	Affiliation alignment: Shillong Cluster trades meeting NCVET/DGT norms for infrastructure, equipment and trainers, as per the Affiliation Plan	As per State affiliation programme	Per approved Affiliation Plan	Y1–Y3	Inspection reports; affiliation records	Half-yearly	SPV / State	Authority	CAP
K8 (Core)	Instructors completing ≥40 hours of ToT / industry immersion in the year ÷ total instructors	_____	≥95% annually	Annual	Training records; certificates	Half-yearly	SPV	Authority	CAP; LDs
K9	Instructional vacancy rate (sanctioned and SPV-funded posts unfilled for >60 days)	_____	≤10%	From Y1	HR records	Quarterly	SPV / State (regular posts)	Authority	CAP
K10 (Core)	Infrastructure works completed vs SIP schedule (physical progress, weighted)	0	100% by end-Y3 or as per approved schedule	Quarterly milestones	Engineer's certificates; site inspection	Quarterly	SPV	Authority / third-party engineer	CAP; LDs; step-in

ID	KPI and definition	Baseline	Target / floor	Milestones	Measurement and data source	Frequency	Responsible	Verification	Consequence
K11	Equipment installed and commissioned vs SIP; utilisation (hours used ÷ scheduled hours)	0	100% commissioned per schedule; utilisation ≥70%	Y1–Y5	Asset register; logbooks; MIS	Quarterly	SPV	Authority	CAP
K12 (Core)	Trainees placed in apprenticeship / OJT (Apprentices Act, NAPS/NATS, structured OJT)	_____	Per SIP and Form TECH-10 commitments	Annual	Apprenticeship portal; contracts	Half-yearly	AIP / SPV	Independent verifier	CAP; LDs
K13 (Core)	Placement rate: completers in wage or self-employment within 6 months ÷ completers (definition in 5.9.3)	_____	SIP target; floor ≥60% by Y3 and ≥70% by Y5	Annual	Tracer study; offer letters; wage proof	Annual	AIP / SPV	Independent verifier	CAP; LDs; extension ineligibility
K14	Average monthly starting wage of placed trainees (₹, real terms)	_____	Increase over baseline per SIP	Annual	Salary slips; bank credits	Annual	SPV	Independent verifier	CAP
K15	Retention in employment at 6 and 12 months	_____	Per SIP	Annual	Tracer study	Annual	SPV	Independent verifier	CAP
K16 (Core)	Women: share of enrolment and placement rate of women completers	2025-26: 259 women of 705 admitted (36.7%); placement _____	Per SIP; no reduction from baseline	Annual	MIS; tracer study	Annual	SPV	Authority	CAP; LDs
K17	Inclusion: share of trainees from remote blocks, first-generation learners and PwD; retention of these trainees	_____	Per SIP	Annual	MIS	Annual	SPV	Authority	CAP
K18 (Core)	Industry Contribution deposited vs Form FIN-6 schedule (₹)	0	100% by due dates	Each FY	Escrow statements; auditor certificate	Quarterly	AIP	Authority / auditor	Withholding; interest; PS invocation; default
K19	Utilisation of released funds	—	≥75% of each release before next release	Each tranche	Utilisation certificates	Quarterly	SPV	Authority / NSC	Tranche withholding
K20	Non-Government revenue (fees for non-CTS courses, services, production, industry-funded training) ÷ SPV operating cost	0	≥_____% by Y5 per SIP	Y3–Y5	Audited accounts	Annual	SPV	Auditor	CAP; extension criterion
K21	Entrepreneurship: graduates in verified self-employment or enterprises supported	_____	Per SIP	Annual	Enterprise registration; income evidence	Annual	SPV	Independent verifier	CAP
K22	Equipment uptime (critical equipment available ÷ scheduled)	—	≥90%	From commissioning	Maintenance logs	Quarterly	SPV	Authority	CAP; LDs
K23	Employer satisfaction index (structured survey of employers of graduates and apprentices)	—	Improvement over Y2 baseline	Y2–Y5	Survey	Annual	SPV	Independent verifier	CAP
K24	Timely and complete MIS and financial reporting	—	100% on time	Monthly / quarterly	MIS logs	Quarterly	SPV	Authority	Notice; LDs for persistent delay

ID	KPI and definition	Baseline	Target / floor	Milestones	Measurement and data source	Frequency	Responsible	Verification	Consequence
K25	Audit compliance: unqualified statutory audit; no unresolved material audit observation beyond 6 months	—	100%	Annual	Audit reports	Annual	SPV	Authority / AG audit where applicable	CAP; extension criterion

5.9.2 KPIs marked "Core" carry enforcement consequences and determine eligibility for extension. Other KPIs are monitored and may trigger corrective action.

5.9.3 **Definition of placement.** A completer is "placed" if, within six months of completing the course, he or she (a) is in wage employment with a written offer or appointment and evidence of at least two months' wage payment at not less than the applicable minimum wage; or (b) is in verified self-employment, evidenced by enterprise registration, bank records, or verified income at not less than the applicable minimum wage; or (c) has entered a registered apprenticeship of at least six months. Progression to higher education is reported separately and excluded from the denominator. Placement data shall be verifiable at the level of the individual trainee, subject to the DPDP Act, 2023.

5.9.4 **Performance reviews.** The SPV Board shall review KPIs quarterly. The SSC (or a committee designated by it) shall conduct an annual performance review within 90 days of the end of each Financial Year, on the basis of the SPV's annual report and the independent verification report.

5.9.5 **Independent verification.** The Authority shall appoint an independent verification agency, or use the Project Management Consultant subject to conflict-of-interest safeguards, to verify Core KPIs annually on a sample basis. The cost may be met from the SIP monitoring budget.

5.9.6 **Graduated remedies.**

Level	Trigger	Consequence
1 – Corrective action	Any Core KPI below 90% of its annual target, or any other KPI below 80%	SPV to submit a Corrective Action Plan (CAP) within 45 days; CAP agreed with and monitored by the Authority; remediation period of up to six months
2 – Financial remedy (from Year 2)	CAP not achieved by the end of the remediation period	Liquidated damages of 0.25% of the annual Industry Contribution per Core KPI per percentage point of shortfall below 85%, capped at 5% of the annual Industry Contribution in any year; withholding of the tranche linked to that KPI or DLI until the shortfall is addressed
3 – Material default	Three or more Core KPIs below 70% of target in two consecutive years after remediation; Industry Contribution in arrears for more than six months after the due date; or any Level 2 remedy unpaid for 90 days	Event of Default under the License Agreement: cure notice of not less than 90 days; Government step-in; suspension; termination; invocation of Performance Security; ineligibility for extension

5.9.7 Remedies shall be proportionate and shall not apply to a shortfall caused by Force Majeure, delay in Government releases beyond the agreed dates, delay in regulatory approvals not attributable to the SPV, or failure of the State to provide sites, staff or approvals it is obliged to provide, in each case as established through the review process. Delays caused by monsoon conditions, landslides, road closures or similar events affecting access to Shillong Cluster ITIs shall be considered under this Clause.

5.10 Contract Term, Performance-Based Extension, Periodic Review and Long-Term Institutional Sustainability

5.10.1 **Distinct instruments and periods.** The following are distinct and shall not be confused:

Element	Nature	Duration
PM-SETU funding period	Period for which Central and State funds are sanctioned under the Scheme	Scheme Period (presently 2025-26 to 2029-30) and the approved SIP years within it
AIP appointment	Selection of the AIP under this RFP and the LoA, given effect through the SHA and License Agreement	Coterminous with the Contract Term

Element	Nature	Duration
SPV corporate existence	A Section 8 company with perpetual succession under the Companies Act, 2013	Continuing; AIP shareholding governed by the SHA and subject to transfer on expiry or termination
License to use public assets	Revocable, non-transferable permission to use specified land, buildings and equipment; no lease, easement or interest in land	Coterminous with the Contract Term unless revoked earlier
Post-scheme operating arrangement	Continuing functions after the Scheme Period	As approved under Clause 5.10.6

5.10.2 Initial Term. The Initial Term shall be five (5) years from the Effective Date, aligned with the period of the approved SIP.

5.10.3 Extension options. The Contract Term may be extended by up to two (2) extensions of five (5) years each, subject to a maximum aggregate Contract Term of fifteen (15) years. Each extension:

(a) is at the discretion of the Government, based on performance, and is not an automatic, unconditional or implied right of the AIP;

(b) shall be granted only by a written decision of the competent authority following the review procedure in Clause 5.10.5;

(c) shall be documented by a supplementary agreement to the License Agreement and SHA, setting out a revised SIP or Operating Plan, revised KPIs, funding sources and any revised Performance Security;

(d) shall not be used to avoid a fresh procurement process where Applicable Law, the PM-SETU framework or the scope or value of the extended arrangement requires one.

5.10.4 Periodic reviews.

(a) **Annual Performance Review** under Clause 5.9.4.

(b) **Mid-Term Review** at the end of Year 3: comprehensive review of KPIs, infrastructure progress, affiliation status and contribution compliance, which may lead to revision of the SIP under Clause 5.12 and to preliminary discussion of the AIP's interest in an extension.

(c) **Extension Review**, commencing not later than eighteen (18) months before the expiry of the Initial Term or of any Extension Term, under Clause 5.10.5.

5.10.5 Extension conditions and decision process. The AIP may apply for an extension not earlier than twenty-four (24) months and not later than eighteen (18) months before expiry. The Authority shall commission an independent performance evaluation. An extension may be granted only if:

(a) the independent evaluation confirms achievement of at least 85% of Core KPI targets on a cumulative basis, after adjustment for excused events under Clause 5.9.7;

(b) the Industry Contribution has been deposited and applied, as verified by the statutory auditor and the Authority;

(c) audit reports are unqualified, or audit observations have been satisfactorily addressed, and financial controls and related-party rules have been complied with;

(d) the condition and maintenance of assets are satisfactory, as shown by an asset condition survey and equipment uptime;

(e) no material breach or Event of Default subsists;

(f) the AIP presents a viable sustainability and operating plan for the Extension Term, with identified funding sources, including Scheme funding where the Scheme has been extended or continued;

(g) the extension complies with Applicable Law, the PM-SETU Guidelines and any directions of the NSC; and

(h) the competent authority of the State Government, and the Government of India where required, approve the extension.

The Authority shall communicate a reasoned decision not later than six (6) months before expiry. If no decision is communicated, the Contract Term shall not be deemed extended; the Authority may, by written notice, continue the arrangement on existing terms for a transition period not exceeding twelve (12) months to protect training continuity.

5.10.6 Continuation beyond the Scheme Period. The Government may approve continuing functions after the Scheme Period, including training delivery, equipment maintenance, employer partnerships, apprenticeship, placement support and trainer development, provided that:

(a) continuing expenditure shall be met from approved funding sources, which may include PM-SETU funding under an extension or continuation of the Scheme, a successor scheme, State budget provision, SPV revenue, industry funding or CSR;

(b) continued use of public assets is authorised by a valid License Agreement or supplementary agreement;

(c) the arrangement complies with Applicable Law and with procurement and financial rules;

(d) the State's statutory functions, admission and fee policies and public-interest obligations are preserved.

5.10.7 Government safeguards. At all times: (a) ownership of land, buildings, equipment procured with public funds, and of all records and data, remains with the Government (or vests in the Government on handback, in the case of SPV-held assets); (b) the AIP and the SPV acquire no right to perpetual or indefinite use, no right of renewal and no right to compensation for non-renewal; (c) the State retains oversight, audit and step-in rights; and (d) nothing in the Agreements restricts the State's statutory or policy functions.

5.11 Scheme Institutionalisation and Implementation Roadmap

Step	Milestone	Timeline (from T0)	Responsible
1	Acknowledgement of LoA (T0)	Within 7 days of LoA	Selected Bidder
2	Performance Security furnished	T0 + 28 days	Selected Bidder
3	SPV incorporated under Section 8 (name approval, MoA/AoA in the form approved by the Authority, licence under Section 8)	T0 + 60 days	AIP with Government nominees
4	SHA executed by AIP, Central Government (or nominee) and State Government (or nominee)	T0 + 75 days	All shareholders
5	Escrow Account opened (first Industry Contribution instalment due within 30 days of the first Government release under Clause 5.7.6)	T0 + 90 days	SPV / AIP
6	License Agreement executed; joint inventory and condition survey of assets	T0 + 90 days	State / SPV
7	Final SIP and Year-1 AOP submitted	Within 30 days of License Agreement	SPV
8	Final SIP recommended by SSC and approved by NSC	As per NSC schedule	SSC / NSC
9	Mobilisation: CEO and key personnel in position in Meghalaya	Within 30 days of SIP approval	AIP / SPV
10	Start of upgradation works and programme changes	Per approved AOP	SPV

Indicative annual milestones:

Year	Indicative milestones (to be finalised in the Final SIP)
Year 1	SPV, Board and committees functioning; MIS live; baseline verified; Affiliation Plan under implementation; ToT calendar launched; procurement plan approved; works started; short-term courses launched; at least 75% of Year-1 funds utilised; Year-2 AOP approved.
Year 2	Upgraded and new courses running; equipment commissioned per plan; apprenticeship and placement systems operating; enrolment and pass targets met; spill-over Year-1 KPIs closed; Year-3 AOP approved.
Year 3	Infrastructure works substantially complete; CoEs operational; Mid-Implementation Review; Sustainability Plan updated and revenue activities started.
Year 4	Enrolment, women's participation and placement targets achieved; revenue share increasing; Year-5 AOP approved on ≥80% achievement of Year-4 Core KPIs.
Year 5	All SIP outputs delivered; CoE enrolment at target; all assets entered in the asset register; Sustainability Plan in operation; Extension Review completed.

5.12 Change Control and Cluster Modification

5.12.1 Changes shall be classified and approved as follows:

Type of change	Examples	Approving authority
Minor operational change	Reallocation within a budget head up to 10% without change to outputs; schedule changes within a Financial Year	SPV Board (with Government directors present)
AOP change	Changes in annual activities, procurement plan, inter-institution allocations within the SIP	SPV Board; intimation to Authority; SSC where funds are reallocated across years
SIP amendment without financial impact on Government share and without lowering KPIs	Re-phasing; change of trade within the same sector	SSC
SIP amendment with financial implications or affecting mandatory KPIs	Increase in outlay; reduction of targets; change of CoE	SSC and NSC (PM-SETU Guidelines, Section 3.5(1))
Change in cluster composition	Addition, removal or restructuring of an ITI	State Government through SSC, with NSC approval and consequential amendment of SIP, SHA and License Agreement
Change in technology requirements	Replacement of specified equipment by superior technology at equal or lower cost	SPV Board with Authority concurrence
Change in Contract Term	Extension or curtailment	Clause 5.10 only
Scheme change / change in law	Amendment of PM-SETU Guidelines or law affecting obligations	Per License Agreement change-in-law provisions; equitable adjustment of obligations, not of the AIP's Industry Contribution percentage unless the Scheme requires

5.12.2 **Future expansion of the Shillong Cluster.** The State may propose inclusion of additional eligible Government ITIs in the Shillong Cluster where justified by geographical, economic, labour-market, institutional or accessibility considerations. Inclusion is not an automatic right of the AIP and is subject to PM-SETU approvals. If an ITI is added, the AIP shall submit a SIP modification for that ITI, and the Industry Contribution at not less than the percentage quoted in Form FIN-2 shall apply to the additional approved outlay. The AIP may decline the addition, in which case the State may make other arrangements for that ITI.

5.12.3 No change shall reduce the Industry Contribution percentage or a scored commitment, except where a reduction in scope approved under this Clause reduces the approved outlay, in which case the percentage continues to apply.

5.13 SPV Governance Framework

The SPV shall be governed by its Articles of Association and the SHA, which shall reflect the following minimum framework:

Matter	Provision
Incorporation	Section 8 company, exclusively for the Shillong Cluster, with objects limited to the Project and related skilling activities in Meghalaya; registered office in Meghalaya (Hub ITI campus or as approved).
Shareholding	AIP 51% (Consortium Members as per JBA; Lead Member minimum as per Data Sheet); Central Government (or nominee) 24.5%; State Government (or nominee) 24.5%. Government equity shall be nominal or as prescribed; the AIP shall subscribe its equity in cash. Equity is distinct from, and does not count towards, the Industry Contribution unless the Guidelines provide otherwise.
Board	Not more than 9 directors: AIP nominees 5 (including the Chairperson); Central Government nominee 1; State Government nominees 2 (including the Director, DECT or nominee); 1 independent director with skilling or financial expertise, appointed with the consent of the Government directors. The Hub Principal shall be a permanent invitee.
Chairperson	Nominated by the AIP; no casting vote on Reserved Matters.
Quorum	One-third of directors or three, whichever is higher, including at least one Government director; if quorum fails twice for want of a Government director, the adjourned meeting may proceed on non-Reserved Matters.
Reserved Matters	Require the affirmative vote of at least one Central and one State Government director: approval of SIP, AOP and annual budget; amendments to MoA/AoA; any related-party transaction; borrowing or creation of any charge; disposal, transfer or encumbrance of any asset; appointment and removal of the CEO and CFO; procurement manual and any single procurement above ₹50 lakh; change in Shillong Cluster ITIs; litigation settlement above ₹25 lakh; issue or transfer of shares; winding up; fee policy for non-CTS courses; data-sharing with third parties.
Related-party transactions	Prohibited unless (a) disclosed, (b) approved as a Reserved Matter, (c) on arm's-length terms established through competitive procurement or independent benchmarking, and (d) compliant with Section 188 of the Companies Act, 2013. Supplies by the AIP or its group shall not exceed 25% of SIP procurement value without SSC approval, and shall be at benchmarked prices.
Conflict of interest	Directors and key personnel to declare interests annually and recuse themselves; register of interests maintained.
Accounts and audit	Statutory audit by an auditor appointed from a panel approved by the Government shareholders. The Authority, the Accountant General and auditors appointed by the Government shall have the right to audit the accounts and records of the SPV relating to the Project. Internal audit quarterly. Audited accounts to be shared with the Authority within six months of year-end.
Financial controls	Escrow-based fund flows; dual signatories including a Government-nominated officer for payments above ₹10 lakh; procurement manual based on GFR principles of transparency, competition and fairness; no cash payments above statutory limits.
Budgets and plans	AOP and budget approved before the start of each Financial Year and submitted to the SSC.
SIP revision	Under Clause 5.12.
Key personnel	CEO, CFO and heads of academics and placement selected through a transparent competitive process; CEO to be based in Meghalaya. Replacement of key personnel proposed in Form TECH-11 during the first two years requires Authority consent and a replacement of equal or better qualifications.
Performance monitoring	Quarterly KPI reports to the Board and Authority; annual review under Clause 5.9.
Change of control and share transfer	AIP shares locked in for the Initial Term, except transfer to an affiliate that meets the qualification criteria with Government consent. A change of control of the AIP or of a Lead Member requires prior notice and consent; failure is an Event of Default.
Insolvency, dissolution and exit	On expiry or termination, AIP shares to be transferred to the Government shareholders or a successor AIP nominated by them at the face value of the paid-up equity. On winding up, surplus assets shall be dealt with as required by Section 8 of the Companies Act, 2013, and public assets returned to the State.
Dividends	None; income applied to the objects of the SPV as required by Section 8.

Matter	Provision
Government oversight	Rights of inspection, audit, information and step-in under the License Agreement; Government directors' right to refer any matter to the SSC.

5.14 Contractual and Procurement Safeguards

5.14.1 Representations and warranties. The AIP shall warrant the accuracy of its Proposal, its authority to contract, the absence of conflicts and debarment, and its financial capacity; misrepresentation is an Event of Default.

5.14.2 Verification of bid information. The Authority may verify any representation at any time; false information discovered after award entitles the Authority to terminate and recover losses.

5.14.3 Milestone-based implementation. Government releases and Performance Security release are linked to milestones, KPIs and DLIs.

5.14.4 Subcontracting. The SPV may engage contractors and service providers through transparent procurement; the AIP remains responsible. Core functions (strategic leadership, Industry Contribution, employer commitments) shall not be subcontracted.

5.14.5 Confidentiality and data protection. Trainee and staff data processed only for the Project, under DPDP Act, 2023 obligations; data stored in India; Government owns all Project data.

5.14.6 Intellectual property and software. Curricula and content created with Project funds shall be licensed to the Government on a perpetual, royalty-free, non-exclusive basis (or owned by the Government where so agreed); pre-existing AIP IP licensed for the Contract Term and for three years after for continuity. Software licences shall be transferable to the State or a successor on handback, or open-source/open-standard alternatives used.

5.14.7 Public asset use. Use only for Project purposes; no sub-licence, mortgage, lien or encumbrance; no construction without approval; statutory approvals (building, fire, electrical, environmental) obtained by the SPV.

5.14.8 Local regulatory requirements. The SPV and AIP shall obtain any licence, permission or no-objection required under Applicable Law in Meghalaya, including regulations of the Autonomous District Councils under the Sixth Schedule of the Constitution where applicable to their activities.

5.14.9 Insurance. Assets insured for reinstatement value against fire, flood, landslide, earthquake (Seismic Zone V) and theft; public liability and trainee accident cover; Government named as loss payee for public assets.

5.14.10 Indemnity. AIP and SPV indemnify the Government against third-party claims arising from their acts, omissions, breach of law or IP infringement.

5.14.11 Force majeure. Natural events (including landslides, floods and road closures common in the region), epidemics, war and law-and-order disruptions; relief from performance for the duration and re-phasing of KPIs; termination if prolonged beyond 180 days.

5.14.12 Regulatory and Scheme change. Equitable adjustment through change control. Where the Government of India extends, continues or modifies the Scheme, the SIP and the Agreements shall be aligned accordingly. Where the Scheme is withdrawn, the parties shall agree on re-scoping, and either party may seek termination without fault.

5.14.13 Suspension and step-in. On an Event of Default threatening training continuity, safety or public assets, the Government may step in directly or through an agency at the cost of the SPV/AIP for up to six months.

5.14.14 Termination. For AIP default (after cure period), for Government default, for prolonged force majeure, or on withdrawal of the Scheme; consequences as in the License Agreement and Clause 5.15.

5.14.15 Dispute resolution. Escalation: (i) SPV CEO and Director, DECT – 15 days; (ii) Secretary of the Department and the AIP's senior management – 30 days; (iii) mediation under the Mediation Act, 2023 – 60 days; (iv) failing settlement, the courts at Shillong, Meghalaya. Work under the Agreements shall continue during the resolution of any dispute.

5.14.16 Governing law and jurisdiction. Laws of India; courts at Shillong, Meghalaya.

5.15 Exit, Transition and Handback

5.15.1 On expiry or earlier termination, the provisions of Annexures 15 and 16 shall apply. In summary:

(a) **Exit plan:** the SPV shall maintain an exit plan, updated annually, and shall submit a detailed transition plan twelve months before expiry or within 30 days of a termination notice;

(b) **Asset inventory and condition assessment:** joint inventory and condition survey against the asset register; deficiencies beyond fair wear and tear to be made good or compensated;

(c) **Records, systems and data:** transfer of all academic, trainee, staff, financial, procurement and asset records, MIS/LMS data in open, machine-readable formats, source code or escrowed code for custom software, and credentials;

(d) **Financial closure:** final accounts audited; unspent Government funds in escrow returned to the respective Government; Industry Contribution arrears paid; liabilities settled;

(e) **Training continuity:** enrolled trainees to complete their courses without disruption; the SPV or AIP shall continue to support delivery until the end of the academic session if required by the Authority, at cost;

(f) **Staff:** SPV staff dealt with in accordance with law; deputed Government staff repatriated;

(g) **Transition support:** co-operation with the State or a successor operator for up to six months;

(h) **Shares:** transfer of AIP shareholding as provided in the SHA;

(i) **Step-in:** the Government may take over operations immediately on termination to protect trainees and assets.

5.15.2 Release of the residual Performance Security is conditional on completion of handback obligations certified by the Authority.

5.16 Reporting and Deliverables

Deliverable	Frequency / due date	Recipient
Final SIP and Year-1 AOP	Per Clause 5.11	Authority → SSC → NSC
AOP and budget for each subsequent year	By 31 January preceding the Financial Year	Authority / SSC
Monthly MIS dashboard (enrolment, attendance, staff, procurement status)	Monthly, by the 10th	Authority
Quarterly progress and KPI report, with fund utilisation and escrow statement	Within 30 days of quarter end	Authority; SPV Board
Annual report, audited accounts, contribution certificate, KPI verification inputs	Within 90 days (contribution) / 180 days (accounts) of year end	Authority / SSC
Placement tracer study	Annual	Authority
Asset register and condition report	Annual	Authority
Mid-Implementation Review report	End of Year 3	SSC
Sustainability Plan (updated)	Year 3 and Year 5	SSC

Deliverable	Frequency / due date	Recipient
Exit / transition plan	Annually; detailed plan 12 months before expiry	Authority

This Section shall be read with the PM-SETU Guidelines. In case of conflict, the Guidelines prevail on matters of Scheme policy, and this Section prevails on Cluster-specific operational matters to the extent consistent with the Guidelines.

Section 6: Strategic Investment Plan – Preparation and Submission Guidelines

6.1 General principles

6.1.1 The SIP is the core of the Technical Proposal and, after negotiation and approval, the binding plan for the Shillong Cluster. It shall present one integrated strategy for the Hub and all Spokes and shall be read with the PM-SETU Guidelines and their templates.

6.1.2 The SIP shall be evidence-driven, based on local economic analysis and consultation with employers, instructors, trainees, alumni, community bodies and relevant departments. Each chapter shall state the action, expected outcome, responsible entity, timeline and budget.

6.1.3 The total outlay shall not exceed the indicative ceiling of ₹361.00 crore and shall not be below the Minimum Realistic Outlay except under ITB 32. The outlay for each institution shall not exceed its ceiling (₹81 crore Hub; ₹40 crore Spoke). Civil works shall not exceed the PM-SETU cap.

6.1.4 **The SIP in the Technical Proposal shall show total outlays only (Form TECH-15). It shall not disclose the sources of funding or the Industry Contribution, which belong in the Financial Proposal.**

6.1.5 Commitments in the SIP that are scored under Section 4 will become binding. Bidders should therefore propose targets they are prepared to be held to.

6.2 Mandatory structure of the SIP

Ch.	Chapter	Minimum content
—	Executive summary	Vision, cluster model, key investments, headline outcomes, total outlay (no contribution data)
1	Introduction and AIP profile	Bidder, Consortium roles, partners, relevant experience, local presence
2	Cluster profile and baseline	Institution-wise profile: trades, units, seats, enrolment and pass data (3 years), staff, land, buildings, equipment condition, works under other programmes, connectivity and access
3	Labour-market assessment and trade rationalisation	Section 6.3–6.5; Form TECH-14 Parts A and B; Affiliation Plan
4	Cluster specialisation, Hub-Spoke model and CoEs	Section 6.6; Cluster Specialisation Matrix
5	Curriculum, programmes and pedagogy	Upgraded courses, new long-term and short-term programmes, Spoke-level customised programmes, pedagogy and digital learning
6	Trainer development and HR plan	Section 6.8; HR model per ITI; SPV organogram
7	Infrastructure, equipment, digital systems and asset management	Sections 6.7 and 6.11; institution-wise works; equipment lists; maintenance
8	Enrolment, gender and inclusion	Section 6.10
9	Employer commitments, apprenticeship, placement and outcomes framework	Section 6.9; KPI targets by year against Clause 5.9
10	Governance and management	SPV Board, committees, CEO and key personnel, decision rights, Hub-Spoke coordination, local office
11	Sustainability and revenue model	Section 6.15
12	Stakeholder engagement and communications	Engagement with communities, traditional institutions, employers, alumni and parents; outreach in local languages
13	Risk register and implementation schedule	Sections 6.13–6.14; Gantt chart from T0
14	Investment plan (outlay)	Form TECH-15 with unit-cost assumptions and contingency (not exceeding 5%)

6.3 Baseline and labour-market assessment

- Use the ITI profiles published by the Authority; record and explain any variance found during site visits.
- Analyse each catchment's economy and employers, the location of jobs relative to the ITI, wage levels, seasonality, and outward migration of youth.
- Distinguish demand in Meghalaya, the North-East, other States, overseas and remote/digital work.
- Document consultations (date, participants, outcomes) and cite all secondary sources.
- Identify the reasons for current under-utilisation, drop-out or low placement, where these exist, before proposing remedies.

6.4 Trade rationalisation and Affiliation Plan

6.4.1 For every existing trade and unit, the Bidder shall propose one principal action in Form TECH-14 Part A:

Code	Action	Meaning
R	Retain	Continue without major structural change, subject to normal modernisation
U	Upgrade	Retain and substantially modernise curriculum, equipment, pedagogy and/or capacity
S	Specialise	Retain and designate the ITI as a specialised centre for the competency
C	Consolidate / Merge	Combine overlapping provision while preserving accessibility
V	Convert / Restructure	Transition to another qualification or pathway, subject to approvals
D	Discontinue	Phase out after evidence-based justification and a transition plan
N	New	Introduce a new trade or programme supported by demonstrated demand

6.4.2 Recommendations shall not rely on general industry trends. Each shall be supported by evidence on enrolment, completion, employment, apprenticeship, employer demand, wages, infrastructure utilisation, trainer availability, geographical accessibility and future relevance.

6.4.3 **Affiliation Plan (Form TECH-14 Part B).** In support of the State programme to bring all Shillong Cluster ITIs and trades under NCVET/DGT affiliation, the Bidder shall state, for each existing trade and for each trade proposed as U, S, C, V or N, the regulatory pathway, the infrastructure, equipment and trainer requirements under affiliation norms, the cost (within Form TECH-15), and the timelines and responsibilities.

6.4.4 Discontinuation or consolidation shall not reduce access for women or for youth of a Spoke catchment without an alternative pathway (for example, a replacement trade at the same Spoke, or supported mobility to the Hub with hostel provision). Trainees already enrolled shall complete their courses.

6.5 Evidence for each trade or course proposal

- Employer and industry demand, with named employers where possible
- Vacancy and recruitment evidence
- Apprenticeship and OJT demand
- Placement and wage potential
- Five-year enrolment and utilisation trends
- Competency overlap and duplication analysis
- Infrastructure and equipment requirements
- Trainer availability and development needs

- Applicable DGT/NCVET/NSQF pathway
- Projected enrolment, completion and placement
- Estimated investment and timeline

6.6 Centres of Excellence and Hub specialisation

Propose a limited number of CoEs or advanced specialisations, with reasons for locating each at the Hub or a Spoke. Address specifically the role of Government ITI Shillong as the regional Hub and how it will serve the Spokes without duplicating specialised infrastructure: shared-use schedules, trainee and faculty mobility (with travel time, transport and hostel arrangements), digital delivery and periodic access. Complete a Cluster Specialisation Matrix showing for each ITI its core role, CoE/specialisation, supporting trades, facilities shared from the Hub, key industry partners and employment geography.

6.7 Infrastructure, equipment, maintenance and asset management

- Start with a long-term infrastructure master plan for each ITI and explain how works were prioritised across the Shillong Cluster.
- Specify works (area, specification, cost, statutory approvals, site readiness) and equipment (trade-wise lists, quantities, unit costs, justification by trainee throughput).
- Design for climate resilience, slope stability and drainage, Seismic Zone V requirements, universal access, energy efficiency, rooftop solar where viable, waste management, fire and electrical safety.
- Schedule works around the monsoon and identify access constraints at each site.
- Coordinate with works and equipment provided under other Central and State programmes to avoid duplication.
- Provide a lifecycle maintenance plan: preventive maintenance, AMCs, spares, uptime targets, asset tagging, insurance and technology refresh, with funding beyond the Scheme Period.

6.8 Trainer development and HR

- Training-needs assessment for every instructor in the Shillong Cluster within six months of SIP approval.
- Annual ToT and industry-immersion calendar; certifications; partnerships with NSTIs and other institutions.
- Recruitment plan for SPV-funded instructors and experts; vacancy management pending State recruitment; retention incentives; appraisal.
- Cluster master-trainer and resource-person mechanism, with travel and scheduling for Spokes.
- Competitive selection of SPV leadership; organogram and job descriptions.

6.9 Employer commitments, apprenticeship and placement

- Target employers by sector, with commitment letters (Form TECH-10) stating numbers, trades, locations and periods.
- Year-wise apprenticeship and OJT numbers under the Apprentices Act, 1961 and NAPS/NATS.
- Absorption commitments of the AIP, its group, vendors and supply chain.
- Placement geography, indicative wages, and support for trainees relocating (travel, accommodation, induction, welfare).
- Employer co-delivery, guest faculty, industrial visits and faculty immersion.
- Tracking of placement, wages and retention for 12 months; grievance mechanism for placed trainees.

6.10 Enrolment and inclusion

- State current gender ratios in the community and the ITIs; set targets for women's enrolment, completion and placement, including in non-traditional trades.
- Safety, hostels, transport, childcare where needed, counselling and women-led enterprise support.
- Mobilisation in remote blocks through community institutions, schools and local bodies; outreach in local languages.
- Bridge and remedial courses, scholarships or stipends where funded, and retention support for first-generation learners.
- Accessibility audit and reasonable accommodation for persons with disabilities; identification of employers able to absorb PwD graduates.
- Indicators and a monitoring system for each measure.

6.11 Digital systems

- Trainee lifecycle MIS (mobilisation to post-placement), LMS, finance, procurement and asset systems.
- Interoperability with the State MIS for ITIs and national portals of DGT/NCVET and the apprenticeship portal; open standards and APIs.
- Government ownership of all Project data; DPDP Act compliance; data localisation; role-based access; audit trail.
- Connectivity solutions and offline functionality for Spokes with weak networks.

6.12 Annual implementation plans, budgets and cash flows

- Year-wise and institution-wise outlay by component, split into capital and operating expenditure (Form TECH-15).
- Unit-cost assumptions, price basis and escalation assumptions; contingency not exceeding 5%.
- Year-1 AOP in outline, with procurement plan and cash-flow requirement by quarter.
- Sources of funds and the Industry Contribution schedule are to be given only in Forms FIN-3 to FIN-6.

6.13 Risk register

The SIP shall include a risk register with, for each risk: description, likelihood, impact, owner, mitigation, contingency and trigger. It shall at least cover: regulatory approvals; land or site constraints; monsoon and access; contractor availability in remote locations; recruitment and retention of trainers; low mobilisation or high drop-out; weak local employer base; delays in Government or Industry funding; Scheme Period ending before SIP completion; cost escalation; data and cyber security; community or stakeholder concerns; and law-and-order disruptions.

6.14 Procurement and implementation schedule

A Gantt chart from T0 showing SPV set-up, approvals, procurement packages (with method and timeline), works, equipment delivery and commissioning, course launches, affiliation applications, ToT cycles and reviews, with the critical path identified. Procurement by the SPV shall follow a procurement manual approved by the Board as a Reserved Matter.

6.15 Long-term sustainability plan

- Institutional sustainability: governance, leadership pipeline, employer networks and quality systems that continue after the Scheme Period.

- Financial sustainability: revenue from fee-based non-CTS courses, industry-commissioned training, production and service centres, shared-facility use and assessments, consistent with Government policy on fees for CTS trainees.
- Ten-year projection of operating and maintenance costs and how they will be met (Form FIN-7), showing separately any Scheme funding expected under an extension or continuation of the Scheme.
- Equipment refresh and maintenance funding; asset-replacement reserve where feasible.
- Exit-readiness: how the Shillong Cluster would continue if the AIP's term ends.

6.16 Format and submission

The SIP shall be submitted in hard copy, signed on every page, with a searchable PDF (bookmarked by chapter) and Forms TECH-14 and TECH-15 in editable spreadsheet format (outlay only) on the USB drive enclosed in Envelope 1. It shall respect the page limit in ITB 17.3 and cross-reference each evaluation sub-criterion in Form TECH-13. Before final submission to the NSC, the Final SIP shall be endorsed by the SPV Board and recommended by the SSC, with the State's commitment letters on staffing, State share and regulatory reforms attached as required by the Guidelines.

Section 7: Technical Proposal Forms

All forms shall be completed in full. Rows may be added. Declarations shall not be modified. Forms requiring stamp paper or notarisation are so marked. The Technical Proposal shall not contain any information on Industry Contribution or sources of funding.

Form TECH-1: Covering Letter for Technical Proposal

(On the letterhead of the Bidder / Lead Member)

To

The Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya
Grove Site Building, Keating Road, Shillong – 793001

Date: _____

Subject: RFP No. DET-177/2026/RFP-AIP/Shg – Selection of Anchor Industry Partner for the Shillong Cluster, PM-SETU, Meghalaya – Technical Proposal

Sir/Madam,

1. Having examined the RFP, including all corrigenda and addenda (Nos. _____), we submit our Technical Proposal for the Shillong Cluster. Our Proposal is unconditional and unqualified, and covers the Hub and all Spoke ITIs of the Shillong Cluster.

2. We submit this Proposal as: ☐ Sole Bidder ☐ Consortium (members, roles and proposed SPV shareholding in Form TECH-3) ☐ with a co-applicant parent/promoter under Note 3 of Section 4, Part A: [name].

3. We ☐ have / ☐ have not submitted a Proposal for the Tura Cluster under the separate RFP. If we have, we confirm the matters in ITB 6.3.

4. We confirm that we meet all eligibility and qualification criteria and that all information in this Proposal and its supporting documents is true, complete and correct. We understand that the Authority will rely on it and that misrepresentation will result in rejection, forfeiture of Bid Security or termination.

5. We confirm that we have no conflict of interest under ITB 7, have not engaged in any prohibited practice, and are not debarred.

6. We confirm that our Technical Proposal contains no information on our Industry Contribution or sources of funding.

7. We have furnished Bid Security of ₹2,00,00,000 (Rupees two crore only) as specified in the Data Sheet, and the signed Integrity Pact.

8. Our Proposal shall remain valid for 180 days from the Bid Due Date, or any extension agreed by us.

9. If selected, we undertake to: (a) acknowledge the LoA within seven days; (b) furnish Performance Security within 28 days; (c) incorporate a Section 8 SPV exclusively for the Shillong Cluster; (d) execute the SHA and License Agreement substantially in the form of the frameworks in Section 9, without seeking material deviation; (e) deposit the Industry Contribution as committed; and (f) implement the approved SIP.

10. We acknowledge the Authority's right to reject any or all Proposals or annul the process in accordance with the RFP.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-2: Bidder Information

(On the letterhead of the Bidder; one form for each Consortium Member and each co-applicant parent)

Legal name	
Role	☐ Sole Bidder ☐ Lead Member ☐ Member ☐ Co-applicant parent/promoter
Category under Section 4, A.1	☐ (a) Company/PSU ☐ (b) Association ☐ (c) Industry-led foundation ☐ (d) Industry-promoted institution
Legal form	☐ Public Ltd ☐ Private Ltd ☐ Section 8 company ☐ Trust ☐ Society ☐ PSU ☐ Other: ____
CIN / registration no. and date	
Registered office	
Office in Meghalaya / North-East (if any)	
PAN	
GSTIN	
EPF / ESIC code	
Principal business and sectors	
Ultimate holding company and group (if any)	
Authorised signatory (name, designation, phone, e-mail)	
Debarment: any subsisting debarment? (Yes/No; if past, see Annexure 8)	
Litigation or arbitration with any Government entity in the last five years (details)	
Contracts terminated for default in the last three years (details)	

We declare that the above information is true and correct.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-3: Consortium Information and Responsibility Matrix

(Only for Consortia)

Member	Role (Lead / Member)	Category (A.1)	Key responsibilities in the Project	Proposed share of AIP equity in SPV (%)	Criteria of Part A relied upon
1 (Lead)					
2					
3					
4					
Total				100% of AIP stake (51% of SPV)	

We confirm that the Members are jointly and severally liable, that the composition shall not change except under ITB 5.1(g), and that the Joint Bidding Agreement (Annexure 2) is enclosed.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-4: Self-Certification of Eligibility, Non-Blacklisting and Litigation

(On the letterhead; by each Member and any co-applicant parent)

To

The Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya
Grove Site Building, Keating Road, Shillong – 793001

Subject: RFP No. DET-177/2026/RFP-AIP/Shg – Selection of Anchor Industry Partner for the Shillong Cluster, PM-SETU, Meghalaya – Self-certification

1. We, [name], registered under [Act] with registered office at [address], declare that we are a legal entity validly existing under the laws of India and have been in existence since [date].

2. We are not, as on the Bid Due Date, blacklisted or debarred by any Central or State Government department, public sector undertaking, autonomous body or multilateral development bank, and no such order subsists against us or our allied firms within the meaning of the Department of Expenditure Guidelines on Debarment (OM dated 02.11.2021).

3. Any past debarment is fully disclosed in Annexure 8. ☐ Not applicable.

4. We are not under insolvency resolution, liquidation or administration, and no such proceeding has been admitted against us.

5. Neither we nor our directors or key personnel have been convicted of an offence under the Prevention of Corruption Act, 1988 or of any offence involving fraud or moral turpitude in connection with a public procurement in the last three years.

6. We comply with Applicable Law on labour, EPF/ESIC, taxation and, where relevant, the restrictions on bidders from countries sharing a land border with India.

7. We understand that if any statement is found to be false, the Authority may reject our Proposal, forfeit the Bid Security, terminate the Agreements and initiate debarment proceedings.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-5: Declaration on Conflict of Interest and Related Parties

(On the letterhead; by each Member)

To

The Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya
Grove Site Building, Keating Road, Shillong – 793001

Subject: RFP No. DET-177/2026/RFP-AIP/Shg – Selection of Anchor Industry Partner for the Shillong Cluster, PM-SETU, Meghalaya – Conflict of interest

1. We have no conflict of interest under ITB 7, including with any other Bidder for the Shillong Cluster.

2. Neither we nor any Associate has advised the Authority on the preparation of this RFP, the cluster design or the evaluation, nor is engaged as Project Management Consultant to the Authority for PM-SETU.

3. We have no business or family relationship with any official of the Authority, the Department or the TEC involved in this Selection Process, except as disclosed below.

4. Related parties and group entities participating in any Proposal for the Shillong Cluster or the Tura Cluster: [list, or "None"].

5. We shall promptly disclose any conflict that arises during the Selection Process or the Contract Term.

Person / entity	Nature of relationship or interest	Mitigation proposed

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-6: Statutory Auditor / Chartered Accountant Certificate of Turnover and Net Worth

(On the letterhead of the Statutory Auditor or CA; with UDIN)

We have examined the audited financial statements and books of account of [name of Bidder / Member / parent], [address], for the Financial Years below and certify that, on the basis of such examination:

Financial Year	Revenue from operations (₹ crore)	Net worth (₹ crore) as defined in Section 4, Note 1	Audited? (Y/N); date of audit report
2023-24			
2024-25			
2025-26			
Average turnover		—	—

Turnover is taken from audited standalone financial statements and excludes other income. Net worth is computed as defined in Section 4, Part A, Note 1.

Where the entity has submitted Proposals for both the Shillong Cluster and the Tura Cluster: we further certify that, on the basis of its audited net worth and liquid resources, the entity has the financial capacity to meet a combined Industry Contribution of up to ₹_____ crore over five years. [Strike out if not applicable.]

Signature: _____
Name of CA / firm: _____
Membership No.: _____ Firm Reg. No.: _____
UDIN: _____
Date and place: _____

Form TECH-7: CA Certificate of Personnel on Payroll

(On the letterhead of the CA / Statutory Auditor; with UDIN)

We have verified the payroll records and EPF/ESIC returns of [name], [address], and certify that as on [Bid Due Date]:

(a) the number of personnel on its direct payroll, as defined in Section 4, Part A, Note 2, is [number];

(b) statutory contributions (EPF/ESIC as applicable) have been deposited by the entity in its own name for these personnel for the month of [month];

(c) the number excludes personnel of any other group company (unless certified separately for a co-applicant parent), manpower supplied by agencies, and consultants or retainers.

Signature, name, membership no., UDIN, date, place, seal

Form TECH-8: Parent / Promoter Support Undertaking

(On non-judicial stamp paper of appropriate value; notarised; with certified board resolution)

This Undertaking is executed on [date] by [name of parent], a company incorporated under the Companies Act, [year], with registered office at [address] (the "Parent"), in favour of the Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya (the "Authority").

1. [Name of Bidder] (the "Bidder") is submitting a Proposal for the Shillong Cluster and relies on the Parent's [turnover / net worth / personnel] to satisfy the qualification criteria. The Parent independently satisfies those criteria.

2. The Parent agrees to be named as co-applicant and irrevocably and unconditionally undertakes, jointly and severally with the Bidder, to perform and to procure the performance of all obligations of the Bidder under the RFP and, if the Bidder is selected, of the AIP under the LoA, SHA, License Agreement and approved SIP, including payment of the Industry Contribution.

3. This Undertaking shall remain in force until the AIP's obligations are fully discharged, including handback, and shall not be revoked or varied without the Authority's written consent. It shall not be affected by any amendment of the Agreements, any indulgence granted to the Bidder, or any change in the constitution of the Bidder or the Parent.

4. The Parent confirms that it is not debarred, has no conflict of interest, and that the board resolution dated [date] authorising this Undertaking is attached.

5. This Undertaking is governed by the laws of India, and the courts at Shillong shall have jurisdiction.

For and on behalf of the Parent: _____
Name and designation: _____
Witnesses: (1) _____ (2) _____
Notarised

Form TECH-9: Relevant Experience and Case Studies

(For Part A criterion 6 and Criterion L)

#	Initiative / institution	Entity (Bidder/Member/ parent)	Client / partner	Location; setting (urban/rural/ hilly/NE)	Period	Funding (CSR/internal/ other) and amount	Average trainees per year	ITI or long-term institution? (Y/N)	Outcomes (completion, placement)	Evidence attached
1										
2										
3										
4										
5										

Attach for each case study a narrative of not more than two pages and supporting evidence (client certificate, audited CSR report, or equivalent).

Form TECH-10: Employer and Apprenticeship Commitment Schedule

(Summary; supported by signed letters on employer letterhead)

#	Employer / association	Sector	Type (apprenticeship / OJT / placement / absorption / co-delivery / equipment)	Trade(s)	Shillong Cluster ITI(s)	Numbers Y1–Y5	Work location	Indicative wage / stipend (₹/month)	Letter ref. and contact for verification	Related to Bidder? (Y/N)
1										
2										
3										

Commitments listed here shall not be counted for any other cluster. Where the same employer supports Proposals for both the Shillong Cluster and the Tura Cluster, the letter shall state the numbers allocated to each.

Form TECH-11: Proposed SPV Leadership and Key Personnel

(CV for each person, signed by the person)

Position	Name	Qualifications	Years of relevant experience	Largest operation managed (trainees / budget / staff)	NE or hilly-area experience	Time commitment to the Shillong Cluster (%) and base location	Also proposed for another cluster? (Y/N, %)
SPV CEO							
Head – Academics & Operations							
Head – Industry Relations & Placement							
Head – Finance & Procurement (CFO)							
Head – MIS, M&E and Data							

Each CV shall include a declaration of availability and consent signed by the individual. Replacement of the CEO or a key person in the first two years requires the Authority's consent.

Form TECH-12: SIP Submission Format and Compliance Checklist

#	Item	Submitted (Y/N)	Page / file reference
1	SIP narrative structured as in Section 6.2 (within page limit)		
2	Form TECH-14 Part A (all existing trades) and Part B (Affiliation Plan)		
3	Cluster Specialisation Matrix		
4	Institution-wise works and equipment lists with unit costs		
5	Form TECH-15 (outlay only) – PDF and spreadsheet		
6	Gantt chart and risk register		
7	KPI targets by year in the format of Clause 5.9		
8	Employer commitment letters (Form TECH-10)		
9	CVs (Form TECH-11)		
10	Note on cost realism (only if outlay below floor)		
11	Confirmation that no financial-proposal information is included		

Form TECH-13: SIP Evaluation Cross-Reference Matrix

(To help the TEC locate the response to each sub-criterion)

Ref.	Sub-criterion	Max marks	SIP chapter / page	Supporting document
A1	Labour-market and employer-demand analysis for the Shillong Cluster catchment	4		
A2	Vision, value proposition and Hub-and-Spoke operating model	4		
B1	Trade-wise rationalisation (R/U/S/C/V/D/N) with evidence	5		
B2	Affiliation Plan for existing and new trades	4		
B3	Centres of Excellence and specialisation across Hub and Spokes	3		
C1	Redesign of existing courses and NSQF alignment	3		
C2	New-age, digital and green skills	3		
C3	Local-economy, livelihood and short-term programmes	2		
C4	Pedagogy and digital learning	2		
D1	Infrastructure and workshop modernisation plan	4		
D2	Equipment specification, fungibility and utilisation	3		
D3	Maintenance, asset register and technology refresh	3		
E1	Partnership strategy and verified employer commitments	4		
E2	Apprenticeship, OJT and dual training	4		
E3	Absorption by the AIP, its group, vendors and supply chain	4		
F1	Placement targets and tracking system	4		
F2	Wage outcomes and job retention	2		
F3	Entrepreneurship and self-employment	2		
F4	Mobility pathways within India and overseas, with safeguards	2		
G1	Proposed SPV CEO and key personnel	4		
G2	Trainer development, ToT and industry immersion	3		
G3	Vacancy management and master trainers	3		
H1	Women's participation, including in non-traditional trades	4		
H2	Access for remote, rural, first-generation and economically weaker youth and persons with disabilities	4		
I1	Local presence, team and partnerships	3		
I2	Implementation plan, sequencing and risk management	3		
J1	MIS, LMS and data governance	4		
K1	Institutional and financial sustainability beyond the Scheme Period	5		
L1	Demonstrated experience (case studies)	5		

Form TECH-14: Trade Rationalisation and Affiliation Plan Matrix

(Pre-filled with the baseline of the Shillong Cluster; to be completed by the Bidder)

Part A – Trade rationalisation (all existing trades)

Sl.	ITI	Role	Existing trade	Units	Seats	Action (R/U/S/C/V/D/N)	Rationale and evidence (with source)
1	ITI Shillong	Hub	Baker & Confectioner	1	24		
2	ITI Shillong	Hub	Digital Photographer	1	24		
3	ITI Shillong	Hub	Draughtsman Civil	2	48		
4	ITI Shillong	Hub	Driver cum Mechanic (LMV)	1	20		
5	ITI Shillong	Hub	Electrician	2	40		
6	ITI Shillong	Hub	Electronics Mechanic	1	24		
7	ITI Shillong	Hub	Fitter	2	40		
8	ITI Shillong	Hub	Fruits & Vegetables Processing	1	24		
9	ITI Shillong	Hub	Information & Communication Technology System Maintenance	1	24		
10	ITI Shillong	Hub	Mechanic Motor Vehicle	2	48		
11	ITI Shillong	Hub	Multimedia Animation & Special Effects	1	24		
12	ITI Shillong	Hub	Operator Advanced Machine Tools	1	16		
13	ITI Shillong	Hub	Plumber	1	24		
14	ITI Shillong	Hub	Solar Technician (Electrical)	1	20		
15	ITI Shillong	Hub	Stenographer	1	24		
16	ITI Shillong	Hub	Surveyor	1	24		
17	ITI Shillong	Hub	Welder	2	40		
18	ITI Shillong	Hub	Wireman	2	40		
19	ITI Shillong	Hub	Wood Work Technician	1	24		
20	ITI Jowai	Spoke	Electrician	1	20		
21	ITI Jowai	Spoke	Fruits & Vegetables Processing	1	24		
22	ITI Jowai	Spoke	Horticulture	1	24		
23	ITI Jowai	Spoke	Mechanic Motor Vehicle	1	24		
24	ITI Jowai	Spoke	Plumber	1	24		
25	ITI Jowai	Spoke	Stenographer	1	24		
26	ITI Jowai	Spoke	Welder	1	20		
27	ITI Sohra	Spoke	Catering & Hospitality Assistant	1	20		
28	ITI Sohra	Spoke	Computer Operator & Programming Assistant	1	24		
29	ITI Sohra	Spoke	Mason (Building Constructor)	1	24		
30	ITI Sohra	Spoke	Plumber	1	24		
31	ITI Sohra	Spoke	Wireman	1	20		

Sl.	ITI	Role	Existing trade	Units	Seats	Action (R/U/S/C/V/D/N)	Rationale and evidence (with source)
32	ITI Nongpoh	Spoke	Data Entry Operator	1	24		
33	ITI Nongpoh	Spoke	Dress Making	1	20		
34	ITI Nongpoh	Spoke	Mason (Building Constructor)	1	24		
35	ITI Nongpoh	Spoke	Plumber	1	24		
36	ITI Nongpoh	Spoke	Welder	1	20		
37	ITI Nongpoh	Spoke	Wireman	1	20		
38	ITI Nongstoin	Spoke	Floriculture & Landscaping	1	24		
39	ITI Nongstoin	Spoke	Mason (Building Constructor)	1	24		
40	ITI Nongstoin	Spoke	Painter General	1	20		
41	ITI Nongstoin	Spoke	Wireman	1	20		
42	ITI Nongstoin	Spoke	Wood Work Technician	1	24		
43	ITI (Women) Shillong	Spoke	Advance Dress Making	1	20		
44	ITI (Women) Shillong	Spoke	Catering & Hospitality Assistant	1	20		
45	ITI (Women) Shillong	Spoke	Computer Operator & Programming Assistant	1	24		
46	ITI (Women) Shillong	Spoke	Cosmetology	1	24		
47	ITI (Women) Shillong	Spoke	Dress Making	1	20		
48	ITI (Women) Shillong	Spoke	Weaving Technician for Silk & Woollen Fabrics	1	20		
49	ITI Khliehriat	Spoke	Computer Operator & Programming Assistant	1	24		
50	ITI Khliehriat	Spoke	Cosmetology	1	24		
51	ITI Khliehriat	Spoke	Driver cum Mechanic (LMV)	1	20		
52	ITI Khliehriat	Spoke	Surface Ornamentation Techniques (Embroidery)	1	20		
53	ITI Khliehriat	Spoke	Wireman	1	20		
54	ITI Mawkyrwat	Spoke	Computer Operator & Programming Assistant	1	24		
55	ITI Mawkyrwat	Spoke	Driver cum Mechanic (LMV)	1	20		
56	ITI Mawkyrwat	Spoke	Multimedia Animation & Special Effects	1	24		
57	ITI Mawkyrwat	Spoke	Surface Ornamentation Techniques (Embroidery)	1	20		
58	ITI Mawkyrwat	Spoke	Wireman	1	20		

Part B – Affiliation Plan (all existing trades and all U/S/C/V/N actions)

ITI	Trade	Current position	Proposed action	Regulatory pathway	Infrastructure / equipment / trainer requirement	Cost (₹ lakh)	Target date for readiness	Target date for course launch	Support required from the State

Part C – Proposed new trades / programmes

ITI	Trade / programme	Type (CTS / short-term / modular / customised)	Why needed (evidence)	Employer demand (named)	Apprenticeship potential	Seats	Start year

Form TECH-15: Five-Year Investment Plan (Outlay Only)

₹ crore, two decimals, current prices. Year 1 is the first Financial Year after approval of the Final SIP: Year 1 = FY _____. Show total outlay from all sources. **Do not show the Industry Contribution or sources of funds in this Form.** Costs included under one component shall not be repeated under another.

Code	Component	Y1 CAPEX	Y1 OPEX	Y2 CAPEX	Y2 OPEX	Y3 CAPEX	Y3 OPEX	Y4 CAPEX	Y4 OPEX	Y5 CAPEX	Y5 OPEX	Total	Outputs / beneficiaries
A	Cluster diagnosis, SIP finalisation, baseline verification												
B	Trade rationalisation and affiliation (gap closure)												
C	Curriculum, programmes and pedagogy												
D1	Civil works and renovation (within cap)												
D2	Equipment, tools and simulators												
D3	Maintenance, AMC and asset management												
E	Industry engagement, apprenticeship and OJT support												
F	Placement, tracking and entrepreneurship support												
G1	SPV management and key personnel												
G2	Trainer development, ToT and immersion												
G3	SPV-funded instructors and experts												
H	Inclusion: hostels, transport, safety, accessibility, mobilisation												
I	Local operations and Hub-Spoke mobility												
J	Digital systems, MIS, LMS, connectivity												
K	Sustainability and revenue-centre set-up												
M	Monitoring, verification, audit and communications												
X	Contingency (≤5%)												
	TOTAL OUTLAY (Ob)												

Part B – Allocation by institution

Institution	Ceiling	Y1	Y2	Y3	Y4	Y5	Total	of which civil works	Civil works %
ITI Shillong (Hub)	81.00								
ITI Jowai (Spoke)	40.00								
ITI Sohra (Spoke)	40.00								
ITI Nongpoh (Spoke)	40.00								
ITI Nongstoin (Spoke)	40.00								
ITI (Women) Shillong (Spoke)	40.00								
ITI Khliehriat (Spoke)	40.00								
ITI Mawkyrwat (Spoke)	40.00								
Cluster-level (SPV, shared systems) – allocated pro rata in the Total	—								
TOTAL (must equal Ob above)	**361.00**								

Checks: (i) total Part A = total Part B; (ii) each institution within its ceiling; (iii) civil works within the PM-SETU cap; (iv) total within the Shillong Cluster ceiling and not below the Minimum Realistic Outlay (unless justified under ITB 32).

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form TECH-16: Undertaking on Long-Term Obligations, Public Assets and Exit

(On the letterhead; signed by the Bidder and each Consortium Member)

To

The Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya
Grove Site Building, Keating Road, Shillong – 793001

Subject: RFP for the Shillong Cluster – Undertaking on long-term obligations

1. We understand that the Contract Term, any extension and any post-scheme arrangement are governed by Clause 5.10 of Section 5; that no extension is automatic; and that we shall have no claim to renewal, compensation for non-renewal, or perpetual use of any public asset.

2. We acknowledge that land, buildings and equipment of the Shillong Cluster ITIs, and assets procured with public funds, remain or shall vest in the Government, and that the License confers no lease or interest in land. We shall not mortgage, encumber, sub-license or part with possession of any public asset.

3. We undertake that the SPV shall maintain the asset register and exit plan, and shall transfer all assets, records, data, software and credentials on expiry or termination under Annexures 15 and 16.

4. We undertake to fund operations after the current Scheme Period from approved sources, including PM-SETU funding under any extension or continuation of the Scheme.

5. We accept the Government's rights of audit, inspection, step-in and termination under the Agreements.

6. We undertake that, if we are selected for both the Shillong Cluster and the Tura Cluster, separate SPVs, accounts, contributions, staff time allocations and reporting will be maintained, and that no cost, contribution or outcome will be shared or counted twice.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Section 8: Financial Proposal Forms

The Financial Proposal is opened only for technically qualified Bidders. All amounts are in ₹ crore to two decimals. The total SIP outlay in these Forms shall equal the total in Form TECH-15 (ITB 18.4). Forms FIN-3 to FIN-6 shall reconcile with each other and with FIN-2.

Form FIN-1: Financial Proposal Covering Letter

(On the letterhead of the Bidder / Lead Member)

To

The Director
Directorate of Employment & Craftsmen Training
Government of Meghalaya
Grove Site Building, Keating Road, Shillong – 793001

Subject: RFP No. DET-177/2026/RFP-AIP/Shg – Shillong Cluster – Financial Proposal

Sir/Madam,

1. We submit our Financial Proposal in accordance with the RFP. It is unconditional and is not linked to the award of any other cluster.

2. Our Industry Contribution commitment is stated in Form FIN-2 and is firm for the Proposal validity period and, if we are selected, for the Contract Term under the Agreements.

3. We confirm that our Financial Proposal is consistent with Form TECH-15 of our Technical Proposal.

4. We understand that the Mandatory Industry Contribution is 17% of the approved SIP outlay and that a lower commitment will be rejected.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form FIN-2: Industry Contribution Commitment

(On the letterhead; signed by the Lead Member and all Members)

#	Particular	Amount / value
1	Total five-year SIP outlay (Ob) – as in Form TECH-15 (₹ crore)	
2	Mandatory Industry Contribution = 17% of row 1 (₹ crore)	
3	Additional Industry Contribution (₹ crore)	
4	Total Industry Contribution ICb = row 2 + row 3 (₹ crore) – binding amount used for evaluation	
5	Industry Contribution percentage F = row 4 ÷ row 1 × 100 (%)	
6	In words: Industry Contribution of Rupees _____ crore, being ____ per cent of the SIP outlay	

Declarations: (a) The amount at row 4 is binding and is the basis of evaluation; it shall apply to the approved SIP outlay as provided in Clause 5.8.1. (b) The commitment is jointly and severally binding on all Consortium Members and any co-applicant parent. (c) The composition of the contribution is shown in Form FIN-5 and complies with Clause 5.8. (d) No part of this contribution is counted for any other PM-SETU cluster.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Form FIN-3: Sources of Funding by Year

Source (₹ crore)	Y1 FY_____	Y2 FY_____	Y3 FY_____	Y4 FY_____	Y5 FY_____	Total
Central share (74.7% of outlay where Industry Contribution is 17%)						
State share (8.3% of outlay where Industry Contribution is 17%)						
Industry Contribution – Mandatory (17%)						
Industry Contribution – Additional						
Other approved third-party funds (non-Government)						
TOTAL = SIP outlay (must equal Form TECH-15 by year)						

Where the Industry Contribution exceeds 17%, the Government shares reduce correspondingly in proportion to the ratio 74.7: 8.3, so that the total equals the SIP outlay. The final split shall be as approved by the NSC.

Form FIN-4: Institution-wise Investment and Contribution Allocation

Institution	Ceiling	SIP outlay	Central	State	Industry – cash	Industry – in-kind	Industry % of outlay
ITI Shillong (Hub)	81.00						
ITI Jowai (Spoke)	40.00						
ITI Sohra (Spoke)	40.00						
ITI Nongpoh (Spoke)	40.00						
ITI Nongstoin (Spoke)	40.00						
ITI (Women) Shillong (Spoke)	40.00						
ITI Khliehriat (Spoke)	40.00						
ITI Mawkyrwat (Spoke)	40.00						
TOTAL	**361.00**						

Form FIN-5: Composition of the Industry Contribution

Component	Amount (₹ crore)	% of ICb	Within limit? (cash ≥60%; in-kind ≤40%)	Evidence attached	Remarks
Cash from Bidder / Members' own funds				Board resolution	
Cash from CSR budget (Section 135 compliant)				CFO and Statutory Auditor certificate of CSR eligibility	
In-kind: equipment and tools (new; title to SPV)				Specification, invoice / valuation basis	
In-kind: software and digital content (licence to Government)				Licence terms, valuation basis	
In-kind: expert / trainer time (salary cost only)				Named personnel, months, salary cost	
Other approved third-party (non-Government) funds				Commitment letter	
TOTAL (= ICb in Form FIN-2)					

Form FIN-6: Contribution Cash-Flow and Escrow Deposit Schedule

Item (₹ crore)	Y1 FY_____	Y2 FY_____	Y3 FY_____	Y4 FY_____	Y5 FY_____	Total
Industry Contribution – cash deposit						
Industry Contribution – in-kind delivery (value)						
Cumulative Industry Contribution						
Cumulative as % of cumulative SIP outlay						

Deposit dates: each year's share within thirty (30) days after release of the corresponding Government share for that year; the first instalment within thirty (30) days of the first Government release following approval of the Final SIP. Cumulative Industry Contribution shall be maintained at not less than 17% of cumulative expenditure, reconciled annually.

Form FIN-7: Post-Scheme Sustainability and Operating Cost Projection

₹ crore	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Operating cost of SPV (staff, utilities, consumables)										

₹ crore	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Maintenance and AMC										
Equipment refresh reserve										
Revenue: fee-based non-CTS courses										
Revenue: industry-commissioned training and services										
Revenue: production / service centres										
PM-SETU funding under extension / continuation of the Scheme										
Industry / CSR support										
State budget support										
Surplus / (gap)										

State the key assumptions (fee levels, volumes, prices). Form FIN-7 is not scored separately; it is used to check consistency with Criterion K and to set the post-scheme sustainability baseline in the License Agreement. Any PM-SETU funding assumed under an extension or continuation of the Scheme shall be shown separately.

Yours faithfully,

(Signature of Authorised Signatory)
Name: _____
Designation: _____
For and on behalf of: _____ (Bidder / Lead Member)
Date: _____ Place: _____
Seal

Section 9: Annexures and Draft Agreements

Annexure 1: Pre-Bid Query Format

(On the letterhead of the prospective Bidder; also in editable spreadsheet)

To: The Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya, Shillong.

Subject: Pre-bid queries – RFP No. DET-177/2026/RFP-AIP/Shg – Shillong Cluster.

#	RFP Section / clause	Page	Existing provision	Query / clarification sought	Suggested modification and reason
1					
2					
3					

Name, designation, organisation, e-mail, telephone

Annexure 2: Joint Bidding Agreement

(On non-judicial stamp paper of appropriate value; executed by all Members)

THIS JOINT BIDDING AGREEMENT is made on [date] AMONG Member 1 ("Lead Member"), Member 2, Member 3 and Member 4 (each a "Party"), in respect of the RFP No. _____ dated _____ issued by the Directorate of Employment & Craftsmen Training, Government of Meghalaya (the "Authority") for the selection of an Anchor Industry Partner for the Shillong Cluster (the "Project").

2.1 **Constitution.** The Parties constitute a Consortium solely to bid for and, if selected, implement the Project. No Party shall participate in any other Proposal for the Shillong Cluster, directly or through an Associate.

2.2 **Lead Member.** Member 1 is the Lead Member, authorised by Power of Attorney (Annexure 4) to act for and bind the Consortium in all matters relating to the Proposal and, if selected, the Project until the Agreements are executed.

2.3 **Roles.** The roles and responsibilities of the Parties are set out in the Schedule to this Agreement. The Party responsible for each employer, apprenticeship or absorption commitment is identified in Form TECH-10.

2.4 **SPV shareholding.** If selected, the Parties shall incorporate a Section 8 company and together subscribe 51% of its equity in the proportions: Lead Member _____% (not less than the minimum in the Data Sheet); Member 2 _____%; Member 3 _____%; Member 4 _____%. They shall collectively hold 51% at all times during the Contract Term and comply with all lock-in provisions.

2.5 **Industry Contribution.** The Parties shall contribute the Industry Contribution in the proportions _____, but each Party is jointly and severally liable to the Authority for the whole.

2.6 **Joint and several liability.** The Parties are jointly and severally liable to the Authority for all obligations under the RFP, the LoA, the SHA, the License Agreement and the approved SIP. Internal arrangements do not limit this liability.

2.7 **No change.** The composition of the Consortium and the identity of the Lead Member shall not change except as permitted under ITB 5.1(g).

2.8 **Representations.** Each Party is duly organised, has authority to enter into this Agreement, and its execution does not breach any law, charter document or agreement. Board resolutions are attached.

2.9 **Term.** This Agreement continues until the end of the Contract Term if the Consortium is selected, or otherwise until return of the Bid Security.

2.10 **Amendment and law.** This Agreement shall not be amended without the Authority's written consent and is governed by the laws of India.

Signed, sealed and delivered by each Party through its authorised representative, in the presence of two witnesses.

Annexure 3: Power of Attorney for Authorised Signatory

(On non-judicial stamp paper; notarised; with board resolution)

Know all persons by these presents that we, [name and registered office], hereby irrevocably appoint Mr./Ms. [name], [designation], as our attorney to do in our name and on our behalf all acts necessary in connection with our Proposal for the Shillong Cluster under RFP No. _____, including signing and submitting the Proposal and all documents, attending meetings and presentations, responding to queries, and, upon award, signing the LoA and any agreements consequent upon it. We agree to ratify all acts lawfully done by the attorney under this Power of Attorney.

For [name of Bidder]: signature, name, designation
Accepted: signature of attorney
Witnesses: (1) _____ (2) _____
Notarised

Annexure 4: Power of Attorney for Lead Member of Consortium

(On non-judicial stamp paper; executed by all Members; notarised)

Whereas the Authority has invited Proposals for the selection of an Anchor Industry Partner for the Shillong Cluster, and [Member names] (the "Consortium") wish to bid jointly; now we, the Members, irrevocably appoint [Lead Member], with registered office at [address], as Lead Member and our attorney, with power to sub-delegate to its authorised signatory, to do all acts on behalf of the Consortium in connection with the Proposal and, if awarded, the Project until execution of the Agreements, including signing the Proposal, accepting the LoA and representing the Consortium before the Authority and any Government agency. We agree that all acts of the attorney shall bind each of us jointly and severally.

Signed by each Member through its authorised signatory; witnesses; notarised

Annexure 5: Bid Security – Bank Guarantee Format

(On non-judicial stamp paper; by a Scheduled Commercial Bank in India)

To: The Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya, Shillong. Bank Guarantee No. _____; Amount ₹_____; Valid until date = Proposal validity + 45 days.

5.1 In consideration of [Bidder] (the "Bidder") submitting a Proposal under RFP No. _____ for the Shillong Cluster, we, [Bank], with registered office at _____ and acting through our branch at _____, irrevocably and unconditionally undertake to pay the Authority on first written demand, without demur, any amount up to ₹_____ (Rupees _____ only).

5.2 A written demand from the Authority stating that the Bidder has committed an event of forfeiture under ITB 20.4 shall be conclusive. The Authority need not prove the default or first proceed against the Bidder.

5.3 This Guarantee is irrevocable and shall not be affected by any change in the constitution of the Bank, the Bidder or the Authority, or by any amendment of the RFP, of which notice is waived.

5.4 This Guarantee is valid until [date]; claims may be made until date + 30 days (Claim Expiry Date) at our branch at Shillong [or specify].

5.5 This Guarantee is governed by the laws of India; courts at Shillong shall have jurisdiction.

Authorised signatory of the Bank: name, designation, employee code, branch, IFSC; seal

Annexure 6: Performance Security – Bank Guarantee Format

(On non-judicial stamp paper; by a Scheduled Commercial Bank in India)

To: The Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya, Shillong. Bank Guarantee No. _____; Amount ₹_____; Valid until [date].

6.1 Whereas [AIP] (the "AIP") has been selected as Anchor Industry Partner for the Shillong Cluster by LoA No. _____ dated _____ and is required to furnish Performance Security for the due performance of its obligations under the LoA, the SHA, the License Agreement and the approved SIP (together, the "Agreements"), including payment of the Industry Contribution, achievement of KPIs, maintenance of public assets and handback;

6.2 We, [Bank], irrevocably and unconditionally undertake to pay the Authority on first written demand, without demur or proof, any amount or amounts up to ₹_____, notwithstanding any dispute between the AIP and the Authority or pending before any court, tribunal or arbitrator.

6.3 Partial invocations are permitted. The Authority need not first proceed against the AIP or any Consortium Member or parent.

6.4 This Guarantee shall not be discharged by any variation of the Agreements, extension of time or indulgence, or change in the constitution of the AIP or the Bank, notice of which is waived.

6.5 This Guarantee is valid until [date] and shall be extended by the Bank on the Authority's request; claims may be made until date + 6 months at our branch at Shillong [or specify].

Authorised signatory of the Bank; seal

Annexure 7: Integrity Pact

(On non-judicial stamp paper; pre-signed by the Authority; signed by each Bidder / Member)

This Integrity Pact is made between the Directorate of Employment & Craftsmen Training, Government of Meghalaya (the "Authority") and [Bidder] (the "Bidder") in respect of RFP No. _____ for the Shillong Cluster.

Section I – Commitments of the Authority

I.1 No official of the Authority connected with the Selection Process or the Agreements shall demand or accept any bribe, gift, consideration or advantage.

I.2 The Authority shall treat all Bidders alike and shall not provide any Bidder information that gives it an unfair advantage.

I.3 Officials with a personal interest in any Bidder shall be excluded from the process.

I.4 Where the Authority has credible information of misconduct by its officials, it shall refer the matter to the competent vigilance authority and may initiate disciplinary action.

Section II – Commitments of the Bidder

II.1 The Bidder shall not offer, promise or give any benefit to any official of the Authority or any third person to obtain an advantage in the Selection Process or contract execution.

II.2 The Bidder shall not enter into any agreement or understanding with other Bidders on prices, allocation of clusters, specifications, submission or non-submission of bids, or any other act that restricts competition.

II.3 The Bidder shall not commit any offence under the Prevention of Corruption Act, 1988 or the Bharatiya Nyaya Sanhita, 2023, and shall not misuse information provided by the Authority.

II.4 The Bidder shall disclose all payments made or proposed to agents, brokers or intermediaries in connection with the Proposal; a foreign Bidder shall disclose its Indian agents and an Indian Bidder its foreign principals, if any.

II.5 The Bidder shall not furnish false or forged documents.

II.6 The Bidder declares that it has not committed any transgression of this nature with any Government entity in the last three years that could justify exclusion.

Section III – Sanctions

III.1 For a serious transgression before award, the Authority may disqualify the Bidder and forfeit the Bid Security; after award, it may terminate the Agreements and invoke the Performance Security.

III.2 The Authority may also, after due process, exclude the Bidder from its future procurements for a period of one to three years, determined by the severity of the transgression, and refer the matter for debarment under applicable rules.

III.3 These sanctions are without prejudice to other remedies at law.

Section IV – Independent External Monitor

Complaints of violation of this Pact shall be referred to the Independent External Monitor appointed by the State Government for this purpose or, where none is appointed, to the Vigilance Officer designated by the Department. The Monitor or Vigilance Officer shall review compliance independently, may access Project documents, and shall report to the Authority. Recommendations are advisory.

Section V – Duration and other provisions

This Pact takes effect on signature and expires, for the Selected Bidder, on completion of all obligations under the Agreements and, for other Bidders, six months after award. It is governed by Indian law. If any provision is invalid, the remainder remains in force. Each Consortium Member shall sign.

For the Authority: _____ For the Bidder: _____
Witnesses: (1) _____ (2) _____

Annexure 8: Disclosure of Past Debarment and Restoration of Eligibility

(On the letterhead; only if applicable)

#	Item	Details
1	Issuing authority	
2	Order no. and date	
3	Reason	
4	Period of debarment (from – to)	
5	Current status (expired / revoked; evidence)	
6	Entities covered (allied firms)	

We declare that no debarment subsists on the Bid Due Date and that the above disclosure is complete.

Annexure 9: Industry Contribution Undertaking (Deed)

(To be executed by the Selected Bidder, each Member and any co-applicant parent before execution of the License Agreement; on stamp paper)

The definitive document shall be executed after award on the following terms, consistent with the PM-SETU Guidelines and any model document issued by the Ministry of Skill Development & Entrepreneurship.

9.1 The Executants jointly and severally undertake to the Governor of Meghalaya, acting through the Authority, to contribute to the SPV for the Shillong Cluster the Industry Contribution of _____% of the approved SIP outlay, being not less than ₹_____ crore, in accordance with the schedule in Form FIN-6 as finalised in the License Agreement.

9.2 Not less than 60% shall be in cash deposited into the Escrow Account; in-kind contributions shall meet Clause 5.8 of the RFP.

9.3 Amounts not deposited by the due date shall carry interest at SBI MCLR + 2% per annum and may be recovered from the Performance Security, from any amount due to the Executants from the Government, or as arrears of land revenue to the extent permitted by law.

9.4 No part of the Industry Contribution shall be counted for any other PM-SETU cluster, including the Tura Cluster, nor be recovered directly or indirectly through SPV payments to the Executants or their related parties.

9.5 This Undertaking survives termination for amounts accrued before termination and is irrevocable.

Annexure 10: Draft Letter of Award

(On the letterhead of the Authority)

No. _____ Dated _____

To: [Selected Bidder / Lead Member], [address]

Subject: Letter of Award – Selection of Anchor Industry Partner for the Shillong Cluster under PM-SETU, Meghalaya – RFP No. _____

10.1 With reference to your Proposal dated _____ and the minutes of discussions dated _____, I am directed to convey the selection of [name] as Anchor Industry Partner for the Shillong Cluster, comprising Government ITI Shillong (Hub) and Government ITI Jowai, Government ITI Sohra, Government ITI Nongpoh, Government ITI Nongstoin, Government ITI (Women) Shillong, Government ITI Khliehriat, Government ITI Mawkyrwat (Spokes), subject to the terms below.

10.2 Your Industry Contribution of ₹_____ crore (being _____% of the evaluated SIP outlay of ₹_____ crore), applicable to the approved SIP outlay as provided in Clause 5.8.1 of the RFP, and all commitments scored in your Technical Proposal are binding.

10.3 You shall: (a) return the duplicate of this letter signed in acknowledgement within seven days; (b) furnish Performance Security of ₹_____ within 28 days; (c) incorporate the SPV and execute the SHA and License Agreement within the timelines in Clause 5.11 of the RFP; (d) deposit the first instalment of the Industry Contribution; and (e) submit the Final SIP.

10.4 This award does not confer any right to use public assets or receive public funds, which arise only under the executed Agreements and the approved SIP, and is subject to the approval of the Final SIP by the SSC and NSC.

10.5 The Contract Term shall be as provided in Clause 5.10 of the RFP: an Initial Term of five (5) years from the Effective Date; any extension is performance-based, subject to approval and not automatic.

10.6 Failure to comply with paragraph 3 shall entitle the Authority to cancel this award and forfeit the Bid Security under ITB 38.

Director, Directorate of Employment & Craftsmen Training, Government of Meghalaya

Acknowledged and accepted: for [Selected Bidder] – signature, name, designation, date (T0)

Annexure 11: Shareholders' Agreement – Framework Term Sheet

The definitive document shall be executed after award on the following terms, consistent with the PM-SETU Guidelines and any model document issued by the Ministry of Skill Development & Entrepreneurship.

Term	Framework provision
Parties	AIP (and each Consortium Member); President of India acting through MSDE/DGT or its nominee; Governor of Meghalaya acting through the Department of Labour, Employment & Skill Development or its nominee; the SPV
SPV	Section 8 company for the Shillong Cluster only; objects, name and registered office as approved
Share capital	Authorised and paid-up capital _____; AIP 51%, Central 24.5%, State 24.5%
Board and Chair	As in Clause 5.13; Government directors' nomination and removal by the respective Government
Reserved Matters	As in Clause 5.13; affirmative vote of at least one Central and one State director
Management	CEO and CFO appointed by the Board as a Reserved Matter; delegation of powers schedule
Funding	Contributions through the Escrow Account; no borrowing without Reserved Matter approval; no guarantee by Government shareholders
Lock-in and transfer	AIP shares locked in for the Initial Term; transfers only with consent; change of control of AIP requires consent
Deadlock	Escalation to SSC Chairperson and MSDE nominee; if unresolved in 60 days, the Government shareholders' position prevails on matters of Scheme compliance and public interest
Information and audit	Full information rights for Government shareholders; contractual audit by the Accountant General / CAG-empanelled auditors; internal audit
Related-party transactions	As in Clause 5.13
Exit	On expiry or termination of the License Agreement, AIP shares transferred to Government shareholders or a successor AIP at the face value of the paid-up equity; call option in favour of the Government on AIP Event of Default
Winding up	Only as a Reserved Matter; assets dealt with under Section 8; public assets revert to the State
Precedence	License Agreement prevails over SHA on asset use and performance; SHA prevails on corporate governance; both subject to PM-SETU Guidelines
Dispute resolution	As in Clause 5.14

Annexure 12: License Agreement – Framework Term Sheet

The definitive document shall be executed after award on the following terms, consistent with the PM-SETU Guidelines and any model document issued by the Ministry of Skill Development & Entrepreneurship.

Term	Framework provision
Parties	Governor of Meghalaya acting through the Authority (Licensor); the SPV (Licensee); the AIP and each Member and co-applicant parent (as confirming and obligor parties)
Grant	Revocable, non-transferable licence to use the land, buildings, equipment and facilities of the Shillong Cluster ITIs listed in the Schedule of Licensed Assets, solely for the Project. No lease, tenancy, easement or interest in land is created. Ownership remains with the State.
Term	Initial Term per Clause 5.10; extensions only per Clause 5.10 and Annexure 14
Conditions precedent	SPV incorporation; SHA; Performance Security; Escrow Account; Industry Contribution Undertaking; insurance; joint inventory and condition survey
SIP and AOP	Implementation of approved SIP and AOPs; change control per Clause 5.12
Funding obligations	Time-bound obligations of the Central Government, State Government and AIP to fund the Escrow Account; consequences of delay for each party
Performance	KPIs and DLIs in Annexure 13; independent verification; graduated remedies
Asset obligations	Maintenance, insurance, asset register, no encumbrance, statutory compliance, approvals for alterations; assets procured by the SPV with Project funds held for the Project and transferred to the State on handback
Staff	HR model per ITI; status of Government staff; SPV staff engagement; labour law compliance
Statutory functions	Retained functions per Clause 5.6.2
Fees and revenue	CTS fees as fixed by the State; fees for other courses and services per Board-approved policy consistent with Government policy; revenue retained by the SPV and applied to the Project
Data and IP	Per Clause 5.14; Government ownership of Project data
Reporting and audit	Per Clause 5.16; access for the Authority, Accountant General and auditors
Events of Default	AIP/SPV: contribution arrears; Level 3 KPI default; misuse or encumbrance of assets; insolvency; change of control without consent; fraud or misrepresentation; abandonment. Government: failure to release funds or provide licensed assets beyond agreed periods.
Remedies	Cure periods; step-in; suspension; termination; Performance Security; LDs per Clause 5.9.6
Termination payments	No compensation to the AIP for termination for AIP default, expiry, non-renewal or withdrawal of the Scheme; refund of unspent escrow balances in proportion to contributions; for Government default, reimbursement of documented unrecovered Industry Contribution spent on approved capital assets, net of depreciation
Force majeure and change in law	Per Clause 5.14
Exit and handback	Annexures 15 and 16
Dispute resolution; law	Per Clause 5.14

Annexure 13: Performance Monitoring Schedule

Element	Provision
KPI list and definitions	Clause 5.9 matrix, finalised with targets in the License Agreement
Data systems	SPV MIS with read access for the Authority; monthly data lock
Reporting calendar	Clause 5.16
Verification	Annual independent verification of Core KPIs; sample size not less than 10% of completers per ITI for placement
Review forums	SPV Board (quarterly); Authority review (half-yearly); SSC annual review; NSC as prescribed
Disbursement linkage	Tranches linked to milestones/DLIs and utilisation ≥75%
Corrective action and remedies	Clause 5.9.6 Levels 1–3
Performance Security release	Up to 15% of the original amount released after each of Years 2, 3 and 4 on achievement of at least 85% of Core KPIs (after adjustment for excused events); minimum 25% retained until handback or approval of an Extension Term
Extension linkage	Clause 5.10.5 and Annexure 14

Annexure 14: Contract Extension and Review Schedule

Initial Term: five (5) years. Extensions: up to two (2) of five (5) years each. Maximum aggregate term: fifteen (15) years.

Stage	Timing	Activity	Decision / output
Mid-Term Review	End of Year 3	Independent review of KPIs, works, affiliation and contribution	SIP revision; CAP if required; preliminary discussion on extension
Extension application	24 to 18 months before expiry	AIP application with performance report, audited contribution certificate, asset condition report, Operating Plan and funding sources	Acknowledgement
Independent evaluation	Within 4 months of application	Evaluation against Clause 5.10.5 criteria	Evaluation report
Approvals	Not later than 6 months before expiry	Recommendation by Authority; Finance and Law Department concurrence; SSC; Government of India where required	Reasoned decision: approve (with revised terms) or decline
Documentation	Before expiry	Supplementary agreements; revised Performance Security	Extension Term commences
If declined or no decision	From decision / expiry	Exit under Annexure 15; optional transition period ≤12 months	Handback

Extension criteria (minimum): Core KPI achievement; contribution fully verified; satisfactory audits; asset condition and uptime; no subsisting default; viable funded plan; legal compliance; approval of the competent authority.

Annexure 15: Exit, Transition and Handback Schedule

Step	Timing	Responsibility	Output
Exit plan maintained	Annually	SPV	Board-approved exit plan
Detailed transition plan	12 months before expiry / 30 days after termination notice	SPV	Plan approved by Authority
Joint asset inventory and condition survey	6 months before expiry / on termination	SPV and Authority (with third-party engineer if needed)	Signed inventory; deficiency list
Rectification or compensation for deficiencies beyond fair wear and tear	Before handback	SPV / AIP	Certificate of rectification or deduction from Performance Security
Training continuity plan for enrolled trainees	Before expiry	SPV and Authority	All enrolled trainees complete their courses
Staff transition	Before expiry	SPV / State	Deputed staff repatriated; SPV staff dealt with per law
Records, data and systems handover	Annexure 16	SPV	Handover certificate
Financial closure	Within 90 days of expiry	SPV, auditors, Authority	Final audited accounts; escrow reconciled; unspent Government funds returned; arrears paid
Share transfer	On expiry / termination	AIP	AIP shares transferred per SHA
Transition support	Up to 6 months	AIP / SPV	Co-operation with State / successor
Release of Performance Security	On completion certified by Authority	Authority	Release letter

Annexure 16: Asset and Data Handover Schedule

Category	Items	Format / condition
Land and buildings	All licensed premises, keys, access cards, approvals and completion certificates	Vacant possession; condition per survey
Equipment and furniture	All licensed and SPV-procured items, with manuals, warranties, AMC contracts and spares	Tagged; per asset register
Academic records	Admission, attendance, assessment, certification and trainee files	Original and digital
Placement and tracer data	Individual-level records with consent records	Machine-readable; DPDP-compliant
Financial and procurement records	Books, vouchers, contracts, tender files, escrow statements	Original and digital; retained per law
Digital systems	MIS, LMS and other databases; documentation; source code or escrowed code for custom software; licences assigned or transferred; admin credentials	Open formats (CSV/JSON/SQL dumps); data dictionary
Curricula and content	All content developed with Project funds	Editable formats; licence to Government
Contracts and liabilities	List of subsisting contracts, liabilities and claims	Signed statement

The SPV shall certify deletion of personal data held outside the transferred systems, except where retention is required by law.

Annexure 17: Applicable PM-SETU Guidelines and Government Orders

The following shall be published with this RFP or made available on the website of the Authority and form part of it:

#	Document	Status
1	PM-SETU Guidelines, Component I – Upgradation of ITIs (MSDE/DGT, September 2025), with templates	Attached
2	Amendments, clarifications, SOPs and model documents issued by MSDE/DGT for AIP selection, SPV, SHA and License Agreement	As issued from time to time
3	Department of Expenditure OM No. F.1/20/2018-PPD dated 02.11.2021 – Guidelines on Debarment of Firms from Bidding	Attach
4	ITI profiles of all Shillong Cluster ITIs	Website of the Authority