



सत्यमेव जयते  
GOVERNMENT OF INDIA  
MINISTRY OF SKILL DEVELOPMENT  
& ENTREPRENEURSHIP

**IASC**

SECTOR SKILL COUNCIL

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APPENDIX - B



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**REQUEST FOR PROPOSAL  
FOR HIRING A PROFESSIONAL AGENCY TO  
CONDUCT SKILL GAP STUDY (2025-30) AND  
DEVELOPING SKILL PLAN (2025-30)  
FOR INSTRUMENTATION,  
AUTOMATION, SURVEILLANCE &  
COMMUNICATION SECTOR SKILL  
COUNCIL**

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By

**IASC**  
SECTOR SKILL COUNCIL

एक कदम आत्मनिर्भरता की ओर

**INSTRUMENTATION AUTOMATION  
SURVEILLANCE & COMMUNICATION  
SECTOR SKILL COUNCIL (IASC SSC)**

324, THIRD FLOOR, US COMPLEX, JASOLA-APOLLO NEW DELHI-110076



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MINISTRY OF SKILL DEVELOPMENT  
& ENTREPRENEURSHIP

Request for Proposal for hiring a professional agency to conduct a **Skill Gap Study (2025- 30)** and developing a **Skill Plan (2025-30)** for IASC Sector Skill Council

**RFP. No.: IASC/STD/2025-26**

**IASC**  
SECTOR SKILL COUNCIL

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## **DISCLAIMER**

*The information contained in this Request for Proposal document (the “RFP”) or subsequently provided to Bidder(s), whether verbally or in documentary or any other form by or on behalf of IASC or any of its employees or advisors, is provided to Bidder(s) on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.*

*This RFP is not an agreement and is neither an offer nor invitation by the IASC to the prospective Bidders or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in making their technical and financial offers (Bids) pursuant to this RFP. This RFP includes statements, which reflect various assumptions and assessments arrived at by the IASC in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require. This RFP may not be appropriate for all persons, and it is not possible for the IASC, its employees or advisors to consider the investment objectives, financial situation and particular needs of each party who reads or uses this RFP.*

*The assumptions, assessments, statements and information contained in the Bidding Documents, may not be complete, accurate, adequate or correct. Each Bidder should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this RFP and obtain independent advice from appropriate sources. Information provided in this RFP to the Bidder(s) is on a wide range of matters, some of which may depend upon interpretation of law. The information given is not intended to be an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. The IASC accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on law expressed herein. The IASC, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Applicant or Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way for participation in this Bid Stage.*

*The IASC also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Bidder upon the statements contained in this RFP. The IASC may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this RFP.*

*The issue of this RFP does not imply that the IASC is bound to select a Bidder or to appoint the Selected Bidder or Supplier, as the case may be, for the Project and the IASC reserves the right to reject all or any of the Bidders or Bids without assigning any reason whatsoever.*

*The Bidder shall bear all its costs associated with or relating to the preparation and submission of its Bid including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the IASC or any other costs incurred in connection with or relating to its Bid. All such costs and expenses will remain with the Bidder and the IASC shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by a Bidder in preparation or submission of the Bid, regardless of the conduct or outcome of the Bidding Process.*



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**RFP. No.: IASC/STD/2025-26**

**IASC**  
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## 1. Important Note for Bidders:

Bidding agencies are advised to study this RFP document carefully before submitting their proposal. Submission of a proposal in response to this RFP shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions and implications.

Proposal must offer services for the total requirement. Proposals offering only part of the requirements will be rejected. The bidder is expected to examine all corresponding instructions, terms, eligibility criteria, evaluation criteria, evaluation process and other specifications in the RFP document. Failure to comply with the requirements will be at the bidder's risk and may affect to rejection/ evaluation of the proposal.

Amendments/ Corrigendum if any shall be communicated by publishing the same on IASC and/or MoM website <https://iascsectorskillcouncil.in/>

Agency would be solely responsible for ensuring that any subsequent corrigendum/ addendum issued by the IASC is also to be downloaded/ incorporated in the documents while preparing and submitting proposals.

The proposal must be prepared and submitted on or before the last date of submission, along with the requisite fee/EMD. **The fee for RFP document is Nil.** However, the bid submitted must be accompanied by the EMD mentioned in the RFP Document. Incomplete proposals, without EMD or those received after the specified time and date or not fulfilling the specified requirement shall not be considered.

The Bidder should note that if the information/ declaration/ scanned documents furnished in support of the RFP application/ proposal in respect of eligibility criteria, evaluation criteria etc. are found to be wrong or misleading at any stage, they will be liable to punitive action and this includes forfeiture of EMD and rejection of proposal, cancellation/ termination of contract/ Agreement.

**Office No- 324, Third Floor, U.S. Complex, Opposite Apollo Hospital, New Delhi- 110076**



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## 2. Glossary

Sr. No.	Abbreviation	Full Form
01.	CEO	Chief Executive Officer
02.	DMG	Department of Mines and Geology
03.	EMD	Earnest Money Deposit
04.	FIMI	Federation of Indian Mineral Industries
05.	GOI	Government of India
06.	HEMM	Heavy Earth Moving Machinery
07.	INR	Indian Rupee / legal tender currency of India
08.	IPR	Intellectual Property Right
09.	LLP	Limited Liability Partnership
10.	LMS	Learning Management Systems
11.	MC	Model Curriculum
12.	MHI	Ministry of Heavy Industry
13.	MSDE	Ministry of Skill Development & Entrepreneurship
14.	NCVET	National Council for Vocational Education & Training
15.	NOS	National Occupation Standards
16.	NQR	National Qualification Register
17.	NSDC	National Skill Development Corporation
18.	NSQF	National Skill Qualification Framework
19.	OEM	Original Equipment Manufacturer
20.	PEC	Project Evaluation Committee
21.	PPP	Public Private Partnership
22.	PSC	Project Steering Committee
23.	QF	Qualification File
24.	RFP	Request For Proposal
25.	IASC	Instrumentation Automation Surveillance & Communication
26.	SSC	Sector Skill Council

### **3. Brief background of Ministry of Heavy Industry**

#### **i. Ministry of Heavy Industry**

Ministry of Heavy Industry (IASC), promoted by FIMI, is registered under Section 8 of the Companies Act, 2013, and set up by National Skill Development Corporation (NSDC) under Ministry of Skill Development & Entrepreneurship (MSDE).

IASC is an apex body to train and meet the requirement of skilled workforce for the Instrumentation & Automation industries on a sustained and evolving basis with the support of the industry. The core activity of IASC is to formulate the National Occupational Standard (NOS) for different job roles aligned to National Skill Qualification Framework (NSQF) notified by Government of India, in December, 2013.

Ministry of Skill Development & Entrepreneurship (MSDE) in its notification dated 17<sup>th</sup> March, 2015 has authorized IASC as a non-statutory certification agency. IASC conducts training and up-skilling of workers on various job roles in the Instrumentation & Automation sector, through experts and its accredited training partners. IASC, is recognized and regulated by NCVET as an 'Awarding Body'.

IASC has carried out the occupational mapping across the Instrumentation & Automation sector. Instrumentation & Automation sector comprises of four sub-sector, Exploration, Instrumentation & Automation operations (Open cast & underground), Engineering & Support Services and Mineral Beneficiation. Highest Occupational engagement is in excavation, loading, hauling and mechanical services.

#### **Key Objectives of Ministry of Heavy Industry**

- ❖ To develop Qualification Files and National Occupational Standards aligned to needs of the industry based on Skill Gap Analysis & industry demands.
- ❖ To work closely with industry, stake holders and Government/statutory bodies
- ❖ To create a pool of certified trainers, assessors, and training providers across India
- ❖ To act as a catalyst to spread awareness about the potential employment opportunities and inclusive growth in the sector.

#### 4. Primary Objective of the Work

The Ministry Heavy Industry, jointly intend to develop a new Skill Plan for 2025-30 for the Sector in India, basis the findings of a comprehensive skill gap study that covers all the leading Instrumentation & Automation organizations, all the manufacturing clusters,

The key objectives that this study aims to achieve are:

- District-wise assessment of available specific skills and the required skills
- To understand skill development ecosystem and the relevance of course curriculum in the current and future industrial scenarios
- To identify government schemes on skill development and their awareness and challenges among the various business entities
- To identify the startup potential and self-employment opportunities
- To assess & identify steps that can be taken to bridge current and future skill gap.
- To provide job role wise skill gap in districts selected under sampling
- To identify the requirement of jobs in emerging roles and areas
- To evaluate need & impact of online training & physical training in skill development

The study work shall include creation of a model framework supported by an IT enabled data collection & analyzing mechanism/ software/ program that requests and records the employment data from pre-identified Instrumentation & Automation organizations/ stakeholders at pre- defined time intervals in terms of the availability of skilled/ trained manpower (NSQF and non-NSQF, gender diversity), future skilled manpower requirements. The required data from the remaining stakeholders to be collected in the form of an on-ground survey/ questionnaire. Based on the total data/ information gathered during this skill gap study, the Skill Gap Report for 2025-30 and Skill Plan for 2025-30 are to be prepared.

Skill Gap Report shall cover the manpower demand, supply and gap projections for the period 2025-30 with added extrapolation to 2047, identifying the best practices in

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- i. Existing & future human resource requirements & related challenges in IASC sector
- ii. Create potential employment opportunities in IASC sector
- iii. Suggest a roadmap for the Indian Instrumentation & Automation companies and other government bodies/ departments to follow to train and certify the manpower, along with ways for integration with national framework(s).

**Major Stakeholders of the study (as per Sampling Plan):**

- ❖ Related Ministries and Government Agencies including regulatory and other subsidiary bodies
- ❖ State & District Administrations
- ❖ Department of Instrumentation & Automation
- ❖ Academic Institutes, R&D institutes and their students
- ❖ Major Instrumentation & Automation organizations for all sub-sectors including Urban Instrumentation & Automation,
- ❖ HEMM and other Instrumentation & Automation related Original Equipment Manufacturers (OEMs)
- ❖ Ministry of Heavy Industry and allied SSCs
- ❖ Project Implementing Agencies/ Training Providers in the Instrumentation & Automation Sector
- ❖ Skill Development Trainers & Assessors
- ❖ Any other agency/institute/ body/ organization as per the need of the study

Request for Proposal for hiring professional agency for conducting **Skill Gap Study (2025-30)** and developing **Skill Plan (2025-30)** for IASC Sector Skill Council

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## 5. Schedule for Invitation of RFP

Sr. No.	Particulars	Details
01.	RFP No.	IASC/STD/2024-25/02
02.	Name of the RFP	Skill Gap Study and Skill Plan (2025-30) for IASC Sector Skill Council
03.	RFP can be obtained from	Websites: <a href="https://iascsectorskillcouncil.in/">https://iascsectorskillcouncil.in/</a> Newspapers: The Economic Times
04.	Cost of RFP document	NIL
05.	Name and Address for submission of proposal	<a href="#"><u>Office No- 324, Third Floor, U.S. Complex, Opposite Apollo Hospital, New Delhi- 110076</u></a>
06.	Date of release of RFP	25.05.2025
07.	Mode of RFP Submission	Hard copy submission at the above address
08.	Bidding Type	Two bids system - Separate technical and financial bids
09.	Last date for submission of Pre-bid queries	30.06.2025, 5.00 PM to <a href="mailto:Sqa@iascsectorskillcouncil.in">Sqa@iascsectorskillcouncil.in</a> with the subject line "Query-RFP for Skill Gap Study (2025-30)"
10.	Pre-bid Meeting	25.06.2025 at the IASC office at 3:00 PM IST (Hybrid Mode)
11.	Last Date for submission/ receipt of RFP	30.06.2025 up to 3:00 PM IST
12.	Technical Bid Opening Date	02.07.2025 at 3:30 PM IST
13.	Presentation by the bidders qualifying eligibility & Part-1 of Technical Evaluation Criteria	04.07.2025
14.	Opening of Financial Bids	05.07.2025 at 11.00 AM IST
15.	Award of contract	10.07.2025
16.	Proposal validity period	180 days from the last date of RFP submission
17.	Name of the SPOC	Mr. Mayank Bansal, Project Manager, Email: <a href="mailto:Sqa@iascsectorskillcouncil.in">Sqa@iascsectorskillcouncil.in</a>

**Note:** IASC reserves the right to suitably amend/ modify/ change any clause of this document and issue a corrigendum to this effect. Interested agencies may keep track of the corrigendum issued that will be published on IASC Website

## 6. Request for Proposal (RFP)

**Project Title:** Request for proposal for hiring professional agency for conducting Skill Gap Study (2025-30) and developing Skill Plan (2025-30) for IASC Sector Skill Council  
IASC Sector Skill Council (IASC) intends to finalize an agency, and enter into an MOU for providing the services as outlined in this document under scope of the work. IASC looks forward for receiving proposals from interested bidders in accordance with Two-Bid System i.e. Technical & Financial proposals.

Please note, If IASC receives less than three bids, IASC may extend the bid submission date or decide to open the bid/s or cancel the RFP, as per the decision of the IASC reserves the right to reject any or all proposals without assigning any reasons.

Proposal Evaluation Committee (PEC) established at IASC for this purpose shall evaluate the responses to the RFP and all supporting documents / documentary evidences. Inability to submit requisite supporting documents / documentary evidence shall cause the proposal to be rejected. The decision of the PEC in response to the RFP will be final. No correspondence will be entertained in this context.

### 6.1 General Definitions & Instructions

#### 6.1.1 Definitions

- a) “**Agency**” means a legally established professional firm or consultant or an entity or bidder that may provide the services to the client under the contract.
- b) “**Contract**” means a legally binding written agreement signed between the Client and the Agency.
- c) “**Services**” means the work to be performed by the selected agency pursuant to the contract.
- d) “**Governing Law**” or “**Applicable Laws**” means all laws, legislations, statutes, rules, directives, ordinances, notifications, exemptions, regulations, judgments/ orders of any court, tribunal, regulatory bodies and quasi-judicial bodies or any interpretation thereof

enacted, issued, or promulgated by any authority and applicable to either IASC or to the Bidders

e) **“RFP”** means the Request for Proposal to be prepared by the client for the selection of agency.

f) **“Notice Inviting Tender”** or **“Bid document”** or **“RFP document”** or **“Tender Paper”** or **“Tender Documents”** or **“Tender”** or **“Bid Documents”** means documents issued by IASC vide RFP Document No. **IASC/STD/2024-25/02** dated 05.02.2025 and **Corrigendum dated** 25.02.2025 for engagement of professional agencies to conduct the Skill Gap Study (2025-30) and develop Skill Plan (2025-30) and any modifications, amendments, corrigenda/ addenda or alterations thereto. The documents are as follows:

i. This Bid document;

ii. Any corrigendum/addendum and clarification to the Bid document issued by IASC subsequent to the issue of the Bid document will also be considered an integral part of the Bid document. Any reference to the Bid document in the contract shall include such corrigendum/ addendum

i) **“Bid”** means the documents submitted by a Bidder pursuant to this Bid document, including the Technical & Financial Bids along with any additional information/ clarifications required/ sought by IASC and the Price Bid, submitted strictly in the formats provided by IASC. The Bid shall not be considered to be a Bid if it is not submitted as per the formats prescribed by IASC

j) **“Bidder”** designates the legal entity which has made a proposal, a tender or a bid with the aim of concluding a Contract / MOU/ Agreement with IASC

k) **“Bidding Process”** means the process governing the submission and evaluation of the Bids as set out in the Bid document itself;

l) **“Pre-bid Meeting”** means a meeting to be held for clarifications on RFP document as per the schedule indicated in the schedule for the RFP hereof;

m) **“Financial Year”** means the 12 months from 1st April to 31st March corresponding to the audited annual accounts

n) **“Turnover”** shall have the meaning ascribed to it in Section 2(91) of the Companies Act, 2013.

o) **“Net Worth”** shall have the meaning ascribed to it in Section 2(57) of the Companies Act, 2013.

p) **“EMD”** means the amount submitted by a Bidder to IASC for participating in the Bidding Process

### 6.1.2 Conflict of Interest

- i. The selected agency shall not receive any remuneration in connection with the assignment except as provided in the contract. The selected agency and its affiliates shall not engage in any activities that conflict with the interest of the IASC under the contract.
- ii. The agency is required to provide professional, objective, and impartial advice, always holding the client's interest's paramount, strictly avoiding conflicts with other assignments or its own corporate interests and acting without any consideration for future work.
- iii. The agency has an obligation to disclose to the client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its client. Failure to disclose such situations may lead to the disqualification of the agency and/or the termination of its contract and/or blacklisting of the agency or all.

### 6.1.3 Corrupt and Fraudulent Practices

- i. It should be kept in mind that all actions towards award of contract and its implementation on the ground must be fair, consistent, transparent, and based on highest standard of ethics. Similarly, agencies associated in the procurement of works & consultancy, are expected to observe the highest standard of ethics during procurement and execution of contracts. In pursuance to above:
- ii. Proposal for award may be rejected, if IASC determines that the agency, recommended for award, and/or its employees, agents, key personnel have engaged in corrupt or fraudulent practices in competing for the contract in question.
- iii. Portion of the funds allocated to a contract may be cancelled, in full or in part, if it is determined that corrupt or fraudulent practices were engaged by the agency and/or its employees, agents, key personnel for getting the contract or during the execution of a contract.
- iv. Client will reject the proposal and may forfeit the EMD, if it is determined that the agency has engaged in corrupt & fraudulent practices in competing for, or, in executing the contract(s).
- v. An agency may be declared as ineligible, either indefinitely or for a stated period, to be awarded a contract, if IASC, at any time, determines that the firm has been engaged in corrupt or fraudulent practices in competing for or in executing the contract.

To above provision, the terms, "Corrupt Practice" and "Fraudulent Practice", mean following: "Corrupt Practice" means offering, giving, receiving, or soliciting anything of value to influence the action of IASC's official(s) in the procurement process or in the

contract execution; and "Fraudulent Practice" means a misrepresentation of facts to influence a procurement process or the execution of a contract and includes collusive practices among agencies (prior to or after proposal submission) designed to establish bid/ proposal prices at artificial, non-competitive levels and to deprive the client of the benefits of free and open competition.

#### 6.1.4 Qualification to the bid/ submitting proposal

- ❖ Bidders submitting the proposal must be a legal entity duly incorporated under the Indian law and in existence for at least five years in India
- ❖ Must have a Permanent Account Number (PAN) from Income Tax authorities.
- ❖ Following are allowed to participate in the bidding process:
  - i) Company (Private or Public), attach -
    - Certificate of Incorporation
    - Memorandum of Association and Articles of Association
  - ii) Registered Partnership Firm, attach -
    - Registration certificate
    - Deed of Partnership
  - iii) An LLP Firm, attach -
    - Certificate of Incorporation
    - LLP agreement
  - iv) Registered Society (Trust), attach -
    - Registration Certificate
- ❖ Bidding in the form of a Consortium/ Joint Venture (JV) is **NOT** allowed
- ❖ The bidder will be responsible for implementation of end-to-end scope of work given in this RFP. Sub-letting is strictly not allowed in any form/ manner.

#### 6.1.5 Resolution of Disputes

- a. If any dispute arises between the parties hereto during the subsistence or thereafter, in connection with the validity, interpretation, implementation or alleged material breach of any provision of the contract or regarding a question, including the questions as to whether the termination of the contract agreement by one party hereto has been legitimate, both parties hereto shall endeavor to settle such dispute amicably.
- b. Any dispute which is not resolved amicably within 30 days from the date of last written communication from either Party shall be referred to the mutually agreed independent sole arbitrator in accordance with the provisions of the Arbitration and Conciliation Act, 1996 ("Arbitration Act"). The place of Arbitration shall be at Delhi only.
- c. Notwithstanding any other Court or Courts having jurisdiction to decide the question(s) forming the subject matter of the reference, any/all actions and proceeding

arising out of or relative to the contract shall lie only in the Principal Court of Competent Civil Jurisdiction at Delhi only and no other court shall have the jurisdiction and only the said Court(s) shall have jurisdiction to entertain and try any such action(s) and/or proceeding(s) to the exclusion of all other Courts.

The CONTRACT shall be governed by the laws of the Union of India.

#### **6.1.6 Force Majeure**

a. The selected agency shall not be liable for forfeiture of its EMD, Penalty, or Termination for default if and to the extent its delay in performance or other failure to perform its obligations under the contract is the result of an event of Force Majeure.

b. "Force Majeure" shall mean any event or circumstance or combination of events or circumstances beyond the control of selected agency that is not foreseeable, is unavoidable, and its origin is not due to the negligence or lack of care on the part of the selected agency. Such events may include, but not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood, epidemic, or other extreme adverse weather conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the Party Invoking Force Majeure to prevent), confiscation or any other action by Government agencies.

c. If a Force Majeure situation arises, the selected agency shall promptly notify the IASC in writing of such conditions and cause thereof within 15 days of occurrence of such event. Unless otherwise directed by IASC, the selected agency shall continue to perform its obligations under the contract as far as reasonably practical.

d. If the performance in whole or part or any obligation under the contract is prevented or delayed by any reason of Force Majeure for a period exceeding 30 days, either party at its option may terminate the contract without any financial repercussion on either side.

e. In case a Force Majeure situation occurs with IASC, then IASC may take the case with the selected agency on a similar basis.

#### **6.2 Scope of Work**

The study would cover all sub-sectors of Instrumentation & Automation, excluding Oil & Gas. For the purpose of the study, it should include the followings:

- ❖ Prospecting & Exploration (Including Comparative Rankings- Global, National, States and targeted districts)
- ❖ Reserve Estimation (Including Comparative Rankings- Global, National, States and targeted districts)
- ❖ Mineral Extraction (Fuel, Metallic/Non-metallic, Critical/Strategic, Atomic, Minor & Deep Sea Minerals)

- ❖ Associated Services (Environment, Health & Safety, Engineering and Allied services)
- ❖ Processing & Beneficiation (Primary ore processing) and Coal washeries
- ❖ Ancillary activities supporting Instrumentation & Automation (transportation, storage, etc.)
- ❖ Urban Instrumentation & Automation
- ❖ Inputs from major stakeholders like Ministry of Mines, Ministry of Coal, Ministry of Steel, Ministry of Labour and Employment, major Govt. departments like IBM, GSI, DGMS, DMGs, Department of Atomic Energy (DAE), major industries and industry associations in coal, metal, cement, minor minerals, major educational and research institutes like CSIR-CIMFR, IIT-ISM Dhanbad, IIT-Kharagpur, NIRM, etc.
- ❖ Alignments/Reference with various National Missions/Policies related to Instrumentation & Automation and missions/policies that may affect employment in Instrumentation & Automation (like National Green Hydrogen Mission, India Semi-Conductor Mission, AI Mission, Solar Mission, etc).

The scope of work for the study shall include, but not necessarily be limited to, the following:

**a. Socio-economic Profile:** Detailed analysis of demographic and socio economic factors such as population, population growth trends, population density, urbanization, overall literacy, female literacy, healthcare indices, school education, higher/vocational education, dropout rates, domestic product, per capita income, labour force participation, worker participation rate, migration.

**b. Sectoral Focus:** The study should focus on analysing manpower skilling requirements both for manufacturing and service sectors from the perspective of district level high growth areas such as industrialization and technology, along with localized sectors that have potential at the district level. Government policies of related sectors may also be studied, especially related to Instrumentation & Automation, energy, steel, labour, etc. to understand thrust and growth targets for the sector.

**c. Opinion of Stakeholders:** Detailed interaction should be conducted with various stakeholders, such as Central Ministries/ Government Departments, State Ministries/ Government Departments, Industry Bodies, Industry Associations, Industry Partners, Academia, Training Providers, Instrumentation & Automation affected people, students, youth, and any other relevant stakeholder providing training, to understand their perspectives on aspirations, opportunities, training and employment.

**d. Manpower Supply-Demand Gap:** Manpower supply-demand gap would be the difference between the projected workforce participation and industrial manpower requirements, estimated till 2030.

**e. Skill Set Mapping:** Besides identifying the skills available in industry, demand for the existing job roles, the study would identify the traditional and emerging job roles which are not identified at Ministry of Heavy Industry (IASC) job roles list. The recommendation will focus on understanding the manpower gaps in districts across the sub-sectors and ways to bridge the gap.

**f. Migration Issues:** Migration, internal and outside the geography, is one of the characteristics of new age Labour mobile economy. Within this context, it is important to identify and understand various migration patterns. The knowledge of this would be important to design suitable skill development opportunities and post-employment support to the migratory workers.

**g. Candidate aspiration mapping:** To understand the aspiration of the candidates belonging to rural in terms of expected remuneration, Job location, post-employment facilities and other suitable payments and perks; the agency/s should conduct aspiration mapping for the prospective candidates who may be enrolled under the IASC projects.

The scope of work should cover the other following project components also:

#### **6.2.1 Creation of a model framework supported by an IT enabled mechanism**

- a. Identification of data points and information areas required for study, including analyzing best suited frequency for capturing the information.
- b. Transformation of finalized framework on an IT enabled mechanism with relevant software/program support for self-analysis and population of desired reports for the availability and future requirement of skilled/trained manpower.
- c. Data Standardization- Ensure survey data is captured and stored in standard files (for example- SPSS / STATA) for structured analysis.
- d. Any other IT based requirement that is incidental to this study.

#### **6.2.2 Current Industry Overview and Labour Market Trends**

- a. Key guiding framework, broad level sectoral definitions and industry standards outlining coverage of the study
- b. Geographic & economic overview, competitiveness and Instrumentation & Automation industry trends
- c. Regulatory Environment – Key Institutions, Acts and Policy level initiatives
- d. Labour market patterns - Employment, Geographical distribution, migration, Demographic & Workforce characteristics (gender, education, occupation etc.). Status of employment in Instrumentation & Automation & non-ferrous metal sector.
- e. Key skill development initiatives – Central/ state govt., Public/ private sector organizations and their effectiveness
- f. Skill Mismatches and wages- Wage premiums and deficits

- g. Regulatory training infrastructure/framework and their effectiveness
- h. Impacts of AI, automation, mechanization and digitalization on jobs.
- i. Projects and investments anticipated upto 2030 and their effect on the Labour market/ skilling requirement.

### **6.2.3 Situational Analysis for critical success factors in bridging the skill gap**

- a. Educational infrastructure (related to Instrumentation & Automation) – capacity, quality, geographical distribution and challenges
- b. Evaluate the employability of educational institutes pass outs and their alignment with industry needs.
- c. Assessment and Certification (NSQF and non-NSQF) – capacity, key organizations, occupation and challenges
- d. Overseas employment opportunities– geography, occupations, certifications, competency standards, key employers, including challenges in Skills Migration from India to other prospective nations
- e. Standard operating procedure for ensuring relevance of qualification files
- f. Future Occupations anticipated in Instrumentation & Automation Sector with rapid changes in technology
- g. Existing mechanism to encourage training providers for Instrumentation & Automation specific occupations
- h. Assessment of new age skills required for critical and strategic minerals, training budget requirement and infrastructure needs.
- i. Assessment of current policies and regulatory framework for the skilling and training in the sector
- j. Skill Requirements for recycling.

### **6.2.4 Study the potential of employment and skilling needs of ancillary sectors that can be directly attributed to mines/ related activities”**

- a. Enlisting of all ancillary sector/s in Instrumentation & Automation, organizations and job roles/occupations in the ancillary sector/s.
- b. Factors (directly or indirectly) influencing the human resource demand and supply aspects in the ancillary sectors.
- c. Outline the key geographical clusters where employment generation in ancillary sector is primarily through Instrumentation & Automation operations
- d. Assess potential of employment in ancillary sectors that arise due to mines/ related activities
- e. Identify the skilling needs in ancillary sectors influenced through mines/ related activities

### **6.2.5 Study key Major & Minor Minerals including Critical/Strategic Minerals, Atomic Minerals, Deep Sea Minerals and Urban Instrumentation & Automation scenario in India**

- a. Policy & regulations – National and State
- b. Industry overview – Major clusters and districts, Production, Key organizations etc.
- c. Current skilling scenarios & requirements - Geography, Occupations, Skilling Initiatives, Skill level requirements, training and certification provisions, alignment with NSQF.
- d. Employment profile – Size, Demographic & Workforce characteristics, Occupations
- e. Current status, framework and future impact of National Critical Minerals Mission in context with -
  - Strategies to incentivize domestic exploration and production of Critical Minerals
  - Acquisition of Critical Mineral assets abroad
  - Research and development needs
  - Skilling requirements
  - Production-linked incentives for Critical Minerals recycling/ Urban Instrumentation & Automation

#### **6.2.6 Ascertain Human Resource and skill requirement forecast over a period of 2025-30**

- a. Forecast to be developed keeping two scenarios – Conservative (e.g. considering current trends and as-is state) and Expansionary Views (e.g. any policy/ regulatory shift, enabling positive/adverse implications on the Instrumentation & Automation sector)
- b. Human resource demand forecast with actionable insights– sub-sector wise, organised and unorganized, education and experience levels (i.e. NSQF levels), geography, primary (directly linked to Instrumentation & Automation) and ancillary sectors, key occupation/ Job roles
- c. Human resource supply forecast - education and experience levels (i.e. NSQF levels), primary and ancillary sectors
- d. Hiring requirement forecast for IASC Sector Skill Council – primary and ancillary sectors, key organization specific (if available)
- e. Identify mismatches between current workforce skills and employer requirements.
- f. Skilled workforce requirements for critical & strategic minerals
- g. Identify future skills needed due to digitalization, automation and global competition.

#### **6.2.7 Developing ‘Skill Plan (2025-30)’, with Strategic roadmap, action plans, and recommendations**

- a. Identify and prioritize the top challenges/ problem areas emerged from findings of each of the project components like Structural Barriers (Infrastructure, Policy Limitations, etc.), Financial Barriers (Cost of Training, etc.), Institutional Challenges (Lack of Training Institutions), Employment Barrier (Low Participation rates, high attrition rates, lack of attractiveness).

- b. Conduct key stakeholder consultation and expert interviews for preparing the roadmap to address the key challenges/ problem areas
- c. Develop stakeholder category-wise 6-year action plan outlining approach to implement roadmap (like Gol/central ministries, state, districts, Instrumentation & Automation organizations, NSDC/NCVET/SSC/SSDMs, Academia, etc.)
- d. Suggest key policy and regulatory changes, amendments, collaborations, etc. required or which could be favorable.
- e. Strategy for developing future ready workforce in alignment with major National Missions/Policies.
- f. Suggest suitable interventions / recommendations to address the skill gaps.
- g. Sub-Sector-wise skill gaps - demand vs. supply (qualitative and quantitative).
- h. List out in-demand job roles sub-sector wise including NSQF levels.
- i. Changes required for training as per the industry expectations with respect to infrastructure and training methodology.
- j. Need for developing or upgrading available educational/ training infrastructure and other training inputs such as tools & equipment, curriculum, teaching/ training methodology etc. keeping in mind the futuristic skills requirements both for existing skilling courses and recommended courses.
- k. Recommendation regarding skill development & support for migratory workers/ Skill Export.
- l. Roadmap/Framework for setting up CoEs for critical minerals sector
- m. Any other aspects that are incidental to this study

### 6.3 Sampling

Agency would be required to do sampling indicating youth, employer, industry associations, training services providers, government departments, Labour, and skill development department, educational (both Technical and Higher) department, institutions such as ITI's, Polytechnics, Engineering Colleges, Universities in both Government and Private categories in the form of qualitative, quantitative, focus group discussions and detailed interview forms.

Sampling should cover the top 100 Instrumentation & Automation districts (based on royalty collection from Instrumentation & Automation activities). The sample size must constitute the representation of the population, all sections, all relevant govt. and private bodies/ industries and stakeholders under the study.

Quantitative survey should be core of the study and assess the magnitude on study indicators. This should be conducted using the structured questionnaire, which also covers challenges in the Instrumentation & Automation sector. The expected outcomes of the study should include suggestions on various training and skilling challenges in the Instrumentation & Automation sector. Some of them are mentioned as below –

- a) As Industry 4.0 technologies are slowly making their way in IASC Sector Skill Council , little impetus is laid on equipping the workforce with skills as per expected technological advancements
- b) Education and vocational institutions lack soft-skills modules
- c) Facilities for practical sessions in most of the Engineering Colleges, Polytechnics and Industrial Training Institutes lack relevance to current and future industry needs
- d) Apart from few PSUs and a few large employers, the industry lack specialized institutions/ programs for continuous professional development
- e) Non-standardized and unavailability of proper training programs for job roles in minor minerals (unorganized sector) and ancillary activities
- f) Majority of the existing workforce, especially in unorganized sector and ancillary activities have not undergone any form of formal training and certification in their field of operation; it is either hereditary learning or training under the supervision of the seniors. Such workers are unable to get certified for their On-the-Job experience, and this hinders their career progression
- g) Limited courses offered by ITIs for the Instrumentation & Automation industry
- h) Currently, there aren't any Instrumentation & Automation relevant trades that are being taught as part of vocational education in schools
- i) Transnational standards required for better employability of manpower overseas
- j) Lack of NSQF (and NCrF) aligned training and certification under the VTC ecosystem in the Instrumentation & Automation industry, as standard.
- k) Lack of dedicated/centralized/zonal Center of Excellences in the Instrumentation & Automation sector in India.

The sample size\* for quantitative survey should be able to provide district, state level estimates along with all India estimates.

To get a fair and proportionate participation of all the above-mentioned stakeholders, a broad categorization, and an indicative sample size (number/ unit) has been defined against each of them. The Quantitative Survey's sample size should comply with the pre-defined numbers given below under the 4 categories, namely –

Broad Categories	Sample Size (Nos.)	Definitions
Instrumentation & Automation Organizations/ OEMs/ Ancillary Org./Urban Miners/ Recyclers	600	It should comprise of micro, small, medium, and large category of industries. This should also comprise of service-based industries, industry associations, etc.
Instrumentation & Automation Personnel and workmen	250	Including various levels of executive and non-executive workforce

Youth	200	The youth participation shall include youth (preferably in the
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	Request for Proposal for hiring professional agency for conducting <b>Skill Gap Study (2025-30)</b> and developing <b>Skill Plan (2025-30)</b> for IASC Sector Skill Council	 <b>SECTOR SKILL COUNCIL</b> एक कदम आत्मनिर्भरता की ओर
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		age group of 15 to 35 years) from rural, urban, and semi urban areas, both literate and illiterate, in all forms of gender, and from both schools & colleges.
Government Departments	50 1 to 2 officials from each	Government departments would include participation of officials from across levels from the district offices and shall comprise of officials from Ministry of Mines, Ministry of Coal, Ministry of Skill Development and Entrepreneurship, Ministry of Labour and Employment, DGMS, DAE, DGMS, IBM, NSDC, NCVET, DGT, AICTE, UGC, SSCs, etc.
Educational Institutes	100 Institutions	The educational institutions should comprise of ITI's, Polytechnics, Skill Training Institutes, Skill Universities, Vocational Training Institutes, Engineering Colleges and Research Institutes, Secondary & Senior Secondary schools and Universities in both Government and Private categories spread across rural, urban, and semi urban areas across the Instrumentation & Automation states.

\*The actual sample size, coverage, selection process and sampling technologies are to be decided by the IASC.

#### 6.4 Project Timeline & Deliverables

Time schedule for important deliverables to be submitted to IASC, are given below:

Sr.	Timeline	Deliverables
1	T+1 months	<ul style="list-style-type: none"> <li>Kick-off stakeholder workshops to finalize boundaries of study</li> <li>Creation of a model framework supported by an IT enabled mechanism</li> </ul>
2	T+4 months	<ul style="list-style-type: none"> <li>Current Industry Overview and Labour Market Trends</li> <li>Situational Analysis for critical success factors in bridging the skill gap</li> <li>Study the potential of employment and skilling needs of ancillary sectors that can be directly attributed to mines/ related activities"</li> <li>Study key Major &amp; Minor Minerals including Critical/Strategic Minerals, Atomic Minerals, Deep Sea Minerals and Urban Instrumentation &amp; Automation scenario in India</li> </ul>
3	T+5 months	<ul style="list-style-type: none"> <li>Ascertain Human Resource and skill requirement forecast over a period of 2025-30</li> <li>Developing 'Skill Plan (2025-30)', with Strategic roadmap, action plans, and recommendations</li> </ul>
4	T+6 months	<ul style="list-style-type: none"> <li>Approval from Project Steering Committee (PSC)</li> <li>Final Report Submission with related deliverables</li> </ul>
*T: Project Start Date.		

**6.5 Preparation of Proposals**

### General Considerations

In preparing the proposal, the agency is expected to examine the RFP in detail. Any sort of deficiencies in providing the information requested in the RFP may result in rejection of the proposal.

#### 6.5.1 Cost of Preparation of Proposal & EMD

- i. The Bidder shall bear all its costs associated with or relating to the preparation and submission of its Bid including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by IASC or any other costs incurred in connection with or relating to its Bid. All such costs and expenses will remain with the Bidder and IASC shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by a Bidder in preparation or submission of the Bid, regardless of the conduct or outcome of the Bidding Process.
- ii. The IASC is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the agency.
- iii. The EMD of the technically disqualified bidders shall be returned after declaration of the technically qualified Bidder/s. The EMD of other unsuccessful bidders shall be refunded after signing of the contract with the Successful Bidder. The return of the EMD shall be in the form of bank transfer/ same Demand Draft by post or by hand to the authorized person without any interest payable.
- iv. The EMD for the agency to whom the contract would be awarded shall be retained with IASC till completion of the work and shall be returned without interest along with last payment under the contract payment terms, unless forfeited as a genuine pre-estimated compensation and damages payable to IASC for, inter alia, the time, cost and effort of IASC without prejudice to any other right or remedy that may be available to IASC hereunder, or otherwise, under the following conditions:
  - a. if any of the documents submitted by a Bidder as part of the bid is found to be not genuine or forged or any of the claims, confirmations, statements or declarations of the Bidder is found to be incorrect or inconsistent, or is a case of any material misrepresentation of facts at any point of time during the bid evaluation process;
  - b. if the Preferred Bidder fails to acknowledge and return to IASC a signed copy of the contract/ Agreement within the timeframe allowed by IASC

- c. If the Bidder has otherwise committed any breach of the terms of this Bid document;
- d. in case Preferred Bidder, does not comply with the requirements of the Price Bid
- e. in case the Technical Bid contains any information on the Price Bid of the Bidder
- f. When the selected agency fails to commence the services or fails to provide deliverables after partially executing the contract / services.
- g. In case of cancellation of the tender before bid opening date and time, the EMD shall be refunded to respective Bidder's account.

### 6.5.2 Language

The Proposal, as well as all correspondence and documents relating to the proposal exchanged between the Agency & Client, shall be written in ENGLISH Language only.

### 6.5.3 Documents comprising the Proposal

In order to facilitate evaluation by the IASC PEC and to ensure each proposal receives full consideration, proposals should be accompanied by documents listed below:

**1. Technical Proposal** with Table of Contents, Executive Summary, about bidder, management, team, geographical presence (Spread and Reach - details of office / operations across States / regions) etc. and

a. Agency Profile as per format

b. Attach relevant experience of the bidder in project execution as per format

**c. A descriptive note on Approach, Methodology, and Work Plan** for performing the assignment as per your understanding of Deliverables - This section should demonstrate the Bidder's responsiveness to meet or exceed the specifications, given by IASC. Bidder should explain his understanding of the scope and objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. Further, the Bidder should highlight the problems being addressed and their importance and explain the technical approach to be adopted to address them. It is suggested to present the required information divided into following sections -

➤ **Understanding of Scope, Objectives and Completeness of response** - Please explain your understanding of the scope and objectives of the assignment based on the scope of work, the technical approach, and the proposed methodology adopted for implementation of the tasks and activities to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/ copy the RFP here.

➤ **Description of Approach:**

❖ Execution Plan.

❖ Proposed Framework and Strategy.

➤ **Methodology to be adopted:** Explaining of the proposed methodologies to be adopted highlighting of the compatibility of the same with the proposed approach. This includes:

- ❖ Detail research design including sample design and estimation procedure.
- ❖ Field Process and Protocol control
- ❖ Suggestive tools for data collection including IT enabled mechanism details
- ❖ Analysis of field data and preparation of reports
- ❖ Any other requirement to achieve the scope of work of the study

➤ **Staffing and Study Management Plan:** The Bidder should propose and justify the structure and composition of the proposed team and should enlist the main activities under the assignment in respect of the Key Staff members responsible for it. Attach profiles of each member.

Further, it is necessary to enlist of the activities under the proposed assignment with sub-activities (week wise). (Graphical representation)

d. Bidder's proposed timelines for the execution of the project.

## 2. Financial Proposal

### Document Checklist -

Sr. No.	Qualification Requirement	Complied	Documents
01.	Proof of Payment of EMD - Demand Draft Bank details for EMD return on letter head		
02.	Technical Proposal -		
i	Tech-I: Technical Proposal Submission Form		
ii	Tech-IIA: Agency Profile format & other details like Table of Contents, Executive Summary, about bidder, management, team, geographical presence recognition & awards etc.		
iii	Tech-IIB Relevant experience format & supporting documents of meeting Eligibility, Technical & Financial criteria		
iv	Tech-III Format on Project Understanding, Approach & Methodology and Work Plan with a descriptive note on same		
v	Bidder's proposed timelines document		

vi	Incorporation related documents		
vii	Tax related documents (PAN, GSTIN)		
viii	Correctness of Information provided (GEN-I)		
ix	Declaration of Not being Blacklisted (GEN-II)		
x	Power of Attorney (GEN-III)		
xi	Signed copy of check list with seal		
03.	Financial Proposal (FIN-I)		

#### 6.5.4 Only One Proposal

The agency shall submit only one proposal in its own name. Any proposal submitted as part of a consortium or joint venture shall be disqualified and rejected. This also precludes Agency's staff from participating as Key Personnel in more than one proposal.

#### 6.5.5 Proposal Validity

The schedule of RFP indicates the period during which the Agency's Proposal must remain valid after the Proposal submission deadline. During this period, the agency shall maintain its original proposal without any change, including the availability of the key personnel, the proposed rates, and the total price.

Any bid with a shorter validity period/no mention of validity shall be rejected by IASC. Under exceptional circumstances, IASC may in writing request the bidders to extend the bid validity period of their bids. In case the bidder refuses the request of IASC to extend its bid, the EMD of such Bidder will be returned to the Bidder. However, such bids will not be evaluated further.

#### 6.6 Submission, Opening and Evaluation

##### 6.6.1. Submission of Proposal

- a. The agency shall submit a signed and complete proposal comprising of the documents and forms as mentioned in the RFP.
- b. An authorized representative of the agency shall sign the original submission documents in the required format. Attach Power of Attorney (as per the format given in forms) in favor of the Authorized Signatory of the Bidder.
- c. Any overwriting shall be valid only if they are signed or initialed by the same authorized person signing the proposal.
- d. Proposals must be received at the address specified, on or before the last date and time as mentioned in the schedule for RFP.
- e. Any proposal received by the IASC after the above deadline shall be rejected and returned unopened to the bidder.

- f. The bids submitted by fax / e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- g. IASC shall not be responsible for any postal delay or non-receipt / non-delivery of the documents. No further correspondence on the subject will be entertained.
- h. All the communications to IASC including the proposal and the bid documents shall be signed on each page by the authorized representative of the bidder and authority letter should be attached with the bid.
- i. The technical proposal and the financial bid should be submitted in two separate envelopes. The first inner envelope shall contain the technical information in 2 hard copies duly marked "Original" and "Copy" and one soft copy in pdf form in the pen drive
- j. All pages of the proposal must be sequentially numbered and shall be initialed by the Authorized Representative of the bidder.
- k. The technical part of the Proposal should not contain any pricing information whatsoever on the services offered.
- l. Pricing information shall be separated and only contained in the Financial Bid.
- m. Information which the Bidder considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.
- n. All prices shall be quoted in Indian Rupees (INR).
- o. Proposals shall remain valid for One Hundred and Eighty (180) days after the date of proposal submission. A Bidder will not be allowed to modify its proposal post submission of the bid.

Marked Clearly:

**Proposal for - "Skill Gap Study (2025-30) and Skill Plan (2025-30) for IASC Sector Skill Council "**

- p. Both inner envelopes shall indicate the name and address of the Bidder
- q. The outer envelope shall indicate the name and address of the bidder to enable the proposal to be returned unopened in case it is declared "late".
- r. The Bidder may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the IASC prior to the deadline prescribed for submission of Proposals.

#### **6.6.2. Confidentiality**

a. From the time the proposals are opened to the time the contract is awarded, the agency should not contact the client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of proposals and award recommendations shall not be disclosed to the agencies who submitted the proposals or to any other party not officially concerned with the process, until the publication of the contract award information.

b. Any attempt by shortlisted agencies or anyone on behalf of the agency to influence improperly the client in the evaluation of the proposals or contract award decisions may result in the rejection of its proposal.

c. Notwithstanding the above provisions, from the time of the proposals' opening to the time of contract award publication, if an agency wishes to contact the client on any matter related to the selection process, it should do so only in writing at [Sqa@iascsctorskillcouncil.in](mailto:Sqa@iascsctorskillcouncil.in)

### **6.6.3. Opening of Technical Proposal**

Opening Proposals: All the proposals received till the due date and time shall be opened by the (IASC) as indicated in the Schedule for Invitation of RFP.

### **6.6.4. Evaluation of Technical Proposal**

#### **Eligibility criteria for participation (All mandatory)**

The PEC shall first validate the eligibility of the bidders' basis the below mentioned Eligibility Criteria applicable to all bidders –

1. Should have experience of conducting at least 3 skill gap study projects in India or abroad in last 5 financial years (FYs 2019-24).

i. Relevant contracts or work orders or agreements containing the scope of services, the value of the contract or work order or agreement; and

ii. Completion certificate from their clients/employers/ contractor regarding successful completion of the services. In case value of the contract is not mentioned in the contract

or work order or agreement, then the value must be mentioned in the completion certificate issued by the client/ employers OR In case, the bidder fails to avail the completion certificate from their client/ employer, the proof of completion duly certified by its Statutory Auditor shall be submitted.

Enclose Copies of audited financial statements & Solvency certificate issued by any Nationalised / Scheduled Commercial Bank.

2. Should have at least one profile each on roll (as on date of advertisement) with following qualification and experience –

2.1. To be appointed as team leader of the project

- a. Minimum Graduate in Management
- b. Minimum 10 years of experience in Institutional strengthening and capacity building / research / market study preferably in Instrumentation & Automation & metal sector and other leadership roles

2.2. To be part of the team: A Instrumentation & Automation Expert with minimum

5 years of experience Attach CVs of the proposed profiles along with proof of employment with bidder.

Any non-eligible bidder shall be rejected and shall not be evaluated for further processes. Any questions regarding the RFP must be sent by e-mail to IASC at [Sqa@iascscctorskillcouncil.in](mailto:Sqa@iascscctorskillcouncil.in). Post validating eligibility criteria the PEC shall evaluate the complete Technical Proposal of eligible bidders considering -

a. The agency is not permitted to alter or modify its proposal in any way after the proposal submission deadline. While evaluating the proposals, the client will conduct the evaluation solely based on the submitted Technical and Financial Proposals.

b. The PEC shall evaluate the Technical Proposals based on their responsiveness to the terms, applying the evaluation criteria, sub-criteria, and point system specified in the Evaluation Criteria. Each responsive proposal will be given a technical score. A proposal shall be rejected at this stage if it does not respond to important aspects of the RFP.

c. IASC will determine whether the technical details along with documents furnished for services are quoted as per requirement/ schedule/ annexures given in this RFP. To assist in the examination, evaluation and comparison of Proposals, IASC may at its discretion, ask the Bidder for clarification / seek information on the Proposal.

d. The evaluation will involve scoring each component of the proposal as per Evaluation Criteria so that each proposal will be assigned an overall score. A two-stage evaluation criteria will be adopted for evaluating the technical proposal submitted. The agencies scoring 40 marks or more in Part-1 of the Evaluation Criteria will be asked to make a detailed presentation for Part-2 evaluation that is on 'Approach & Methodology' followed by a question-answer session. The agencies scoring 60 marks or more in total for Part-1 & Part-2, of the obtainable score of 100 marks, shall only be eligible for Financial bid opening.

e. The method of Technical Evaluation will on the basis of its meeting the Evaluation Parameters mentioned in "Evaluation Criteria for Technical Proposal" as below:

Sl.	Evaluation Criteria for Technical Proposal: 100 marks	Marks
1	<b>Part 1 – Bidder Agency Background</b>	<b>70</b>
1.1	<b>Experience of conducting Skill Gap Study Projects</b> No. of Skill Gap Study projects conducted between 1 <sup>st</sup> April 2017 and 31 <sup>st</sup> January 2025 counted from the date of Contract/ Work Order <i>Measure: For 3 projects – 20 Marks.</i> <i>For every additional project 2 mark with a maximum of total 30 marks</i> Evidences/Documents – Copy of Contracts/ Work Orders & Completion Proofs (CA certificate accepted)	30
1.2	<b>Experience of Skill Gap Study Projects in the Instrumentation &amp; Automation Sector</b> No. of Skill Gap Study projects conducted in Technical SSC OR Domain Related Industry between 1 <sup>st</sup> April 2017 and 31 <sup>st</sup> January 2025 counted from the date of Contract/ Work Order <i>Measure: For one project – 10 Marks.</i> <i>For every additional project 2 marks with a maximum of a total of 20 marks</i> Evidence/Documents – Copy of Contracts/ Work Orders & Completion Proofs (CA certificate accepted)	20
1.3	<b>Relevant Geographical Coverage</b> No. of Indian states/UTs covered under Skill Gap Study projects conducted between 1 <sup>st</sup> April 2017 and 31 <sup>st</sup> January 2025 counted from date of Contract/Work Order from the list attached as <b>Annexure-1</b> <i>Measure: For one state/UT – 5 Marks.</i> <i>For every additional state/UT 1 mark with a maximum of total 10 marks</i> Evidence/Documents – Copy of Contracts/ Work Orders & Completion Proofs (CA certificate accepted)	10
1.4	<b>Financial Strength</b> Average turnover: Last 3 financial years (FYs 2021-24) <i>Measure:&gt;2 crores-10 Marks, &gt; 1 crores-8 Marks</i> Evidence/Docs. – Audited financial statements & Solvency certificate	10
2	<b>Part 2 - Approach and Methodology</b>	<b>30</b>

Request for Proposal for hiring a professional agency for conducting a **Skill Gap Study (2025-30)** and developing a **Skill Plan (2025-30)** for  
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एक कदम आत्मनिर्भरता की ओर

2.1	<b>Approach and Methodology</b> i. Project Understanding, Approach, Methodology, Sampling plan, Mineral and Geographical coverage - <b>5 Marks</b> ii. Model of IT enabled mechanism (platform, features, etc.) - <b>5 Marks</b> iii. On ground execution plan, questionnaires, support required, communications strategies, Innovation for assignment - <b>4 Marks</b> iv. Secondary data research and related deliverables - <b>3 Marks</b> v. Data collection & analysis, inferential techniques & reports – <b>3 Marks</b>	20	
2.2	<b>Team Composition</b> Proposed team, their experience, involvement stage/period, engagement type (Fulltime or shared resource, Regular or contractual)	10	
Total			<b>100</b>

**6.6.5. Financial Bid:**

Financial bid shall be opened on the date and time as specified in schedule of RFP for the bidders who qualify the technical evaluation by scoring 60 or more marks. A fixed one-point price/cost to be quoted for the complete scope of work as mentioned in this document.

Overall Price quoted should be inclusive of fees towards complete scope of work, all taxes, duties, levies, license fees, service tax including out of pocket expenses such as lodging, boarding, travel expenses incurred for the execution of the contract. However, the bidder should clearly indicate the tax components in the financial bid as per prescribed form.

In case of upward revision to duties and taxes the Bidder will be responsible to incur the additional cost.

**6.7 Negotiations, Award of Contract**

The contract will be awarded to the Proposer with lowest financial bid (L1). However, if two or more bidders quote the same lowest price, IASC will seek revised quotes from such bidders and place order to the new L-1 bidder. If the same situation persists, the order shall be placed to the bidder with higher technical score.

In case IASC feels that the L1 quoted price is considerably high, IASC shall enter into further negotiations with the L1 bidder. Moreover, if no conclusive agreement is reached with L1, IASC may choose to negotiate with next higher bidders. This condition shall be binding and applicable to all the bidders.

Before expiry of the period of proposal validity, IASC will notify the successful agency with a request to sign the contract. Within 7 working days of receipt of the communication, the successful agency shall sign the contract and return it to the CEO, IASC. The EMD of the successful bidder will be returned after completion of the work, without any interest payable.

## 6.8 Termination Clauses

### 6.8.1. Termination by IASC

**IASC** may terminate the contract, by giving not less than 15 days' written notice to the agency after the occurrence of any of the following events:

- a. The agency fails to remedy any breach hereof or any failure in the performance of its obligations hereunder, as specified in a notice of suspension, within fifteen 15 days of receipt of such notice of suspension or within such further period as **IASC** may have subsequently granted in writing; or
- b. The agency becomes insolvent or bankrupt or enters into any agreement with its creditors for relief of debt or take advantage of any law for the benefit of debtors or goes into liquidation or receivership whether compulsory or voluntary; or
- c. If the selected agency fails to perform the tasks as per the satisfaction of **IASC**. In such cases, the decision of Project Steering Committee (PSC) of **IASC** shall be final and binding on the agency; or
- d. The agency fails to comply with any final decision reached because of arbitration proceedings; or
- e. The agency submits to **IASC** a statement which has a material effect on the rights, obligations, or interests of **IASC** and which the agency knows to be false; or
- f. Any document, information, data, or statement submitted by the agency in its proposal, based on which it was considered eligible or successful, is found to be false, incorrect, or misleading; or
- g. As the result of Force Majeure, the agency is unable to perform a material portion of the services for a period of not less than fifteen 15 days.
- h. Any damage caused to the reputation of **IASC** due to any mismanagement in handling or execution of the activity by the agency.

### 6.8.2. Termination by Agency

The agency may terminate the contract, by giving not less than 1 month's written notice to the **IASC** after the occurrence of any of the following events:

- a. **IASC** is in material breach of its obligations pursuant to the contract and has not

remedied the same within 60 (sixty) days (or such longer period as the agency may have subsequently agreed in writing) following the receipt and acceptance by **IASC** of the agency's notice specifying such breach; or

**b.** As the result of Force Majeure, the agency is unable to perform a material portion of the services; or

**c. IASC** fails to comply with any final decision reached because of arbitration.

If the Agency terminates the contract in whole or in part, the amount of EMD will be fully forfeited (except under Force Majeure).

## 6.9 Payment Clauses

**6.9.1.** The contract signed with the successful bidder will be a fixed price contract.

**6.9.2.** In consideration of the contractor satisfactorily completing all of its obligations under this contract, the contractor shall be paid a firm price based on deliverables.

**6.9.3.** Payments shall be made within 15 days by **IASC** after submission of the invoice or claim by Agency subject to successful verifications and validations.

**6.9.4. IASC** shall validate corresponding milestones agreed and achieved.

**6.9.5.** Payments shall be made in Indian Rupees (INR) to the Indian bank account of the agency.

**6.9.6.** Amount payable to the Agency as stated in the Contract shall remain non-negotiable and fixed during the tenure of the Contract.

**6.9.7.** It is proposed to enter into a deliverables based payment with the Bidding Agency selected to conduct this exercise, details of which are as under:

Sl. No.	Activity	Payment Terms
1	Submission of inception report (including detailed Survey strategy, approach, methodology, tools, and initial site observations), duly accepted by PSC. (2 set of hard copies & 1 editable soft copy)	10%
2	1.1. Submission of Sampling Plan of the targeted stakeholders from whom the primary data needs to be obtained. 1.2. IT Enabled Mechanism (Software/program) live and ready for use. 1.3. Approval of questionnaire/s and above points by PSC.	25%
3	Interim Report and draft Skill Plan as per the scope of study mentioned in the RFP (2 set of hard copies & 1 editable soft copy)	25%
4	Presentation of the final report and Skill Plan & acceptance by PSC with submission of soft copy & 100 colored hard bound copies of the final report and Skill Plan with data	40%

## **6.10. Reviews and Penalties**

**6.10.1.** Review meeting with PSC will be held within 2 weeks of start of the project and fortnightly thereafter or as and when required by PSC.

**6.10.2.** The agency performance to Service Levels (contract) will be assessed as per agreed Service Level Agreement (SLA). Default will occur if agency fails to meet the target service levels, as will be measured on a monthly basis, for a particular Service Level.

**6.10.3.** If the agency uses the brand/name of IASC for any other purpose without its permission, agency will be liable to pay appropriate penalties imposed by IASC.

**6.10.4.** If any due deliverables are not submitted/ completed as per the work schedule, the agency shall be liable to pay penalties as imposed by the client. The submission of partial/ unsatisfactory deliverables shall not be considered for payment.

**6.10.5.** If the deliverables are not acceptable to IASC, and defects are not rectified to the satisfaction of IASC, the agency shall be liable for appropriate penalties imposed.

**6.10.6.** In any of the above case, total penalty amount shall not exceed the amount paid by the client to the agency under this contract. Such penalties shall be defined and agreed through the SLA/ contract.

**6.10.7.** All delays attributable to Agency, failure to adhere to the deliverable timelines will attract a financial penalty of 5% per month on the contract value, read with termination clauses of the contract.

**6.10.8.** Agency shall inform the IASC well in advance on possible external delays which may cause delay/s in the project and the timelines for the deliverables. IASC may revise the timelines under genuine circumstances.

## **6.11. Rights of IASC**

**6.11.1** Amendment of RFP document - At any time prior to the last date for receipt of bids, IASC may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the RFP document by an amendment. The amendment shall be published on IASC website. In order to afford prospective Bidders reasonable time in which to take the amendment into account in preparing their bids, IASC may, at its discretion, extend the last date for the receipt of bids. The bidders shall be allowed to resubmit their bids, if required, after such amendments.

**6.11.2** If IASC deems it appropriate to revise any part of this RFP or to issue additional data to clarify an interpretation of provisions of this RFP then supplemental information may be issued. Any such corrigendum shall be deemed to be incorporated by this reference into this RFP.

**6.11.3** IASC may, in exceptional circumstances and at its discretion, extend the deadline for submission of proposals by issuing a corrigendum on its website, in such a case, all rights and obligations of the project and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

**6.11.4** IASC may terminate the RFP process at any time and without assigning any reason. IASC makes no commitments, express or implied, that this process will result in a business transaction with anyone. This RFP does not constitute an offer by IASC. The bidder's participation in this process may result in IASC shortlisting the bidder and awarding the contract.

**6.11.5** IASC reserves the right to accept or reject any proposal, and to annul the shortlisting process and reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected bidder or bidders on the grounds for IASC's action/s.

## 7. Other General Clauses

### 7.1. Anti-Bribery and Anti-Corruption

Each Party represents, warrants and undertakes that: (a) It has not and shall not offer, promise, give, encourage, solicit, receive or otherwise engage in acts of bribery or corruption in relation to this Agreement (including without limitation any facilitation payment), or to obtain or retain business or any advantage in business for any member of its group, and has and shall ensure to the fullest extent possible that its employees and agents and others under its direction or control and directly involved in providing Services under the Agreement do not do so. For the purposes of this clause it does not matter if the bribery or corruption is (i) direct or through a third party; (ii) of a public official or a private sector person; (iii) financial or in some other form; or (iv) relates to past, present, or future performance or non-performance of a function or activity whether in an official capacity or not, and it does not matter whether or not the person being bribed is to perform the function or activity to which the bribe relates, or is the person who is to benefit from the bribe. For the purposes of this clause, a “person” is any individual, partnership, company or any other legal entity, public or private. (b) Each Party shall, adhere to applicable anti-bribery and corruption laws. (c) Each Party shall, immediately upon becoming aware of them, give the other Party all details of any non-compliance with sub-clauses (a) and (b). (d) It is a condition of this Agreement that each Party fully complies with this Clause. If it does not do so, without prejudice to any other remedy available to a party, the non-breaching party shall have the right (but not the obligation) in its absolute discretion to terminate the whole of this Agreement, or that part of this Agreement to which the bribery or corruption relates. For the avoidance of doubt, any breach of this Clause shall be deemed to be incapable of remedy

### 7.2. GST

The GST registration number (“GSTIN”) provided by the Client will be used by consultant for filing of the GST returns. With regards to the applicability of Goods and Services Tax, the Client’s address as mentioned for the purposes of GST will be considered as the consumption location for the Services provided by consultant under this Agreement. Consultant shall not be liable for loss of credit arising on account of incomplete, erroneous or wrong details captured by the Client in the details and documents uploaded to the GSTN. Additionally, the Client shall be responsible and liable for providing its correct GSTIN and consultant will not be responsible for verification of the Client’s GSTIN. Where the Client fails to furnish its GSTIN, consultant will treat the Client as being unregistered for GSTIN.

Where consultant issues a credit note to the Client in relation to any invoice, the Client shall adjust and upload its Input Tax Credit on the GSTN on or before the end of the month in which the credit note is issued by consultant to the Client. If the Client fails to do so, and this results in additional liability for consultant, Client shall be liable to be

reimburse consultant for any liability incurred by consultant (being the tax, interest and any penalties thereon)."

"The current contract pricing are based on an assumption that GST will apply to the services provided by the Consultant to the Client and the consultant is able to claim credit of the GST charged by its partners, vendors, sub-consultants. In the event that such assumption is incorrect and Consultant is not able to claim GST credit for the services provided to it by vendors, partners or sub-consultants, the consultant reserves its rights to recover from the Client an amount equivalent to 18% or prevailing GST rate on such invoice values to the Consultant."

## 8. Standard Forms

The agencies are required to submit the information in the forms specified below.

Checklist of Required Forms:

Sr. No.	Type	Name	Name & Description
01.	General	GEN-I	Declaration about Genuineness of Documents
		GEN-II	Self-Certificate of Not being Blacklisted
		GEN-III	Power of Attorney
02.	Technical Proposal	TECH-I	Technical Proposal Submission Form
		TECH-II	Agency's Experience Page Limit: Max. 30 pages
		TECH-III	Project Understanding, Approach, Methodology, Monthly key tasks/Timeline, Communication strategy, Innovation for implementing the Assignment - Work Schedule and Planning for Deliverables
03.	Financial Proposal	FIN-I	Financial Bid

Request for Proposal for hiring professional agency for conducting **Skill Gap Study (2025-30)** and developing **Skill Plan (2025-30)** for IASC Sector Skill Council

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### Form GEN-I: Declaration about Genuineness of Documents

(On letterhead of the agency with seal and sign by the authorized signatory)

I/We..... hereby declare that the information furnished in the bid in response to the IASC RFP No. IASC/STD/2024-25/02 is true and correct. I/we verify the genuineness and correctness of all documents, including experience certificates attached with the bid submitted as a hard copy.

Further I also declare that I have submitted the RFP document duly signed, without any additions/ deletions/ modifications, as a token of having read, understood and accepted the terms and conditions therein.

I am also aware that I shall be held responsible in case any document attached is found false/ forged/ fabricated/ tempered/ manipulated at any stage and IASC is fully competent to take any action against me/my firm as deemed fit in accordance with the terms and conditions of the contract and law of the land.

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Signature of Bidder's Authorized signatory

Name of the Authorized Signatory:

Name of the Bidder:

Date:

Place:

Request for Proposal for hiring professional agency for conducting **Skill Gap Study (2025-30)** and developing **Skill Plan (2025-30)** for IASC Sector Skill Council

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### Form GEN-II: Self-Certificate of Not Being Blacklisted

(to be executed on INR 100 non judicial stamp paper and to be duly notarized)

Date: \_\_\_\_\_

Sub: RFP No. IASC/STD/2024-25/02

In response to the RFP Document above stated, I/We hereby declare and solemnly swear that our Company/ firm \_\_\_\_\_ is not banned/blacklisted as on date by any Indian Court of Law, Tribunal, any State Government or Central Government or their agencies or by any statutory entities or any PSUs.

AND, if at any stage the declaration/statement on oath is found to be false in part or otherwise, then without prejudice to any other action that may be taken, I/We, hereby agree to be treated as a disqualified Bidder for the ongoing Contract.

In addition to the disqualification our concern/entity may be banned/blacklisted. AND, that I/We, shall have no right whatsoever, to claim for consideration of my/our bid at any stage and the money deposited in the form of EMD shall be liable for forfeiture in full, and the proposal, if any, to the extent accepted may be cancelled.

Signature of the Deponent

(Authorized signatory of the Bidder with Seal)

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**Form GEN-III: Format for Power of Attorney**

(to be executed on INR 100 non judicial stamp paper and to be duly notarized)

Known all men by these presents, we ..... (name of the Principal and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorize Mr./ Ms. (name) ..... and presently residing at ....., who is presently employed with us and holding the position of....., as our true and lawful attorney (hereinafter referred to as the "Attorney") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our tender against the Bid document no. IASC/STD/2024-25/02 dated 05.02.2025 published by Ministry of Heavy Industry for hiring professional agency for conducting "Skill Gap Study (2025-30) and developing Skill Plan (2025-30) for IASC Sector Skill Council ", including but not limited to signing and submission of all applications, bids and other documents and writings, AND we hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things done or caused to be done by our said Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE ....., THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS..... DAY OF..... 2025.

For Witnesses

1. Name:.....  
Designation:.....  
Organization:.....

Signature

2. Name:.....  
Designation:.....  
Organization:.....

Signature

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### **Form TECH-I: Technical Proposal Submission Form**

(Duly stamped & signed by Authorized Representative on the letterhead of the Agency)

To,  
The Chief Executive Officer,  
[Office No- 324, Third Floor,](#)  
[U.S. Complex, Opposite](#)  
[Apollo Hospital, New Delhi-](#)  
[110076](#)

We, the undersigned, offer to do/conduct Skill gap study in Instrumentation & Automation sector of India for the Ministry of Heavy Industry in accordance with your Request for a Proposal We are hereby submitting our proposal, which includes Technical Proposal and Financial Quote sealed in two separate envelopes. We hereby declare that:

- a) All the information and statements made in this proposal are true and we accept that any misinterpretation or misrepresentation contained in this proposal may lead to our disqualification.
- b) Our proposal shall be valid and remain binding upon us for the period specified in the schedule of RFP.
- c) We have no conflict of interest as stated in the RFP.
- d) We meet the eligibility requirements as stated in RFP.
- e) In competing for (and, if the award is made to us, in executing) the contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in India.
- f) Except as stated in the RFP, we undertake to negotiate a contract based on the proposed Key Personnel.
- g) Our proposal is binding upon us and subject to any modifications resulting from the contract negotiations.

We undertake, if our proposal is accepted and the contract is signed, to initiate the services related to the assignment no later than the date advised by IASC. We understand that IASC is not bound to accept any proposal received by IASC.

Thanking You,

Yours sincerely,

Signature:

For and on behalf of:

(Company Seal) (Authorized Representative and Signatory)

### Form TECH-II: Agency's Experience

(Duly stamped & signed by Authorized Representative on the letterhead of the Agency)

Give a brief description of the agency and an outline of the recent experience of the agency that is most relevant to the assignment under this RFP. For each assignment, the outline should indicate the duration of the assignment, the contract amount (total and, if it was done in the form of a joint venture or a sub- consultancy, the amount paid to the agency), and the agency's role/involvement.

#### TECH-II A: Agency's Organization

i. Provide details as below –

Sr.	Description	Full Details
01.	Name of the bidder	
02.	Address & contact details	
03.	Name & Contact details of the authorized person signing & submitting the bid	
04.	Registration / Incorporation Details Registration No:      Date & Year. :	
05.	PAN & GSTIN Details	
06.	Annual Turnover in last 3 financial years	
07.	Experience in Similar Assignment	
08.	Any Award or Accreditation received	
09.	Any Other Relevant Details	

ii. Provide a brief description of the background and organization of your company and Include organizational chart, a list of Board of Directors/Partners, etc.

#### TECH-II B: Agency's Relevant Experience

(i) Format for furnishing agency's experience - work order details for projects. Agency needs to furnish completion certificates or CA certified fee receipt certificates for supporting all the completed projects as per technical criteria.

Sr. No.	Name & Work Location	Client Details (Name Address & Contact No.)	Attach Work Order copy & mention Order Amount w/o tax	Start Date	End Date	Work Order Completion Certificate (Attached-Y/N)	Brief Details of Project Scope

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(ii) CA certified Average Annual Turnover certificates of last 3 Financial Years (FYs 2021-24).

For and on behalf of:

Signature:

Name:

Designation:

Date:

(Company Seal) (Authorized Representative and Signatory)

Supporting Documents: Copy of work order and fee receipt CA certificate (in case of ongoing projects) or completion certificate of above-mentioned projects.

**Form TECH-III: Project Understanding, Approach & Methodology:** Monthly key tasks/ Timeline, Communication strategy, Innovation for implementing the Assignment, Work Schedule, and Planning for Deliverables

(Duly stamped & signed by Authorized Representative on the letterhead of the Agency)

(Please refer to 'Scope of Work' to prepare)

1. Project Understanding, Approach, Methodology, Monthly key tasks/Timeline Communication strategy, Innovation for implementing the Assignment.

2. Work Schedule and Planning for Deliverables

Sr. No.	Deliverables	Month					
		1	2	3	4	5	6
D1							
D2							
D3							
.....							
.....							
.....							

- (i) List the deliverables with the breakdown for activities required to produce them and other benchmarks. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- (ii) Duration of activities shall be indicated in the form of a bar chart.
- (iii) Include a legend, if necessary, to help read the chart.
- (iv) Agency is required to do sampling indicating youth, employer, industry association, training services providers, government departments, Labour and skill development department, educational institutions in the form of qualitative, quantitative, focused group discussions and detailed interview forms, covering all required categories of stakeholders. Agency should provide details of sampling in technical proposal.

For and on behalf of:

Signature:

Name:

Designation:

Date:

(Company Seal) (Authorized Representative and Signatory)

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### Form FIN-I: Financial Proposal

The Financial Proposal should include all applicable taxes and duties (Central, State and Local governments), overhead & operational cost etc.

Sr. No.	Description of Service	Amount in INR
01.	Details of assignment	
02.	Taxes (details)	
03.	Total	

(Note: No scanned copy etc. of the Financial proposal is to be submitted/uploaded anywhere else during RFP process completion. Non-adherence shall lead to rejection of the proposal submitted by the Agency)





# Skill Gap Assessment

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Step-by-step guide

April 2026

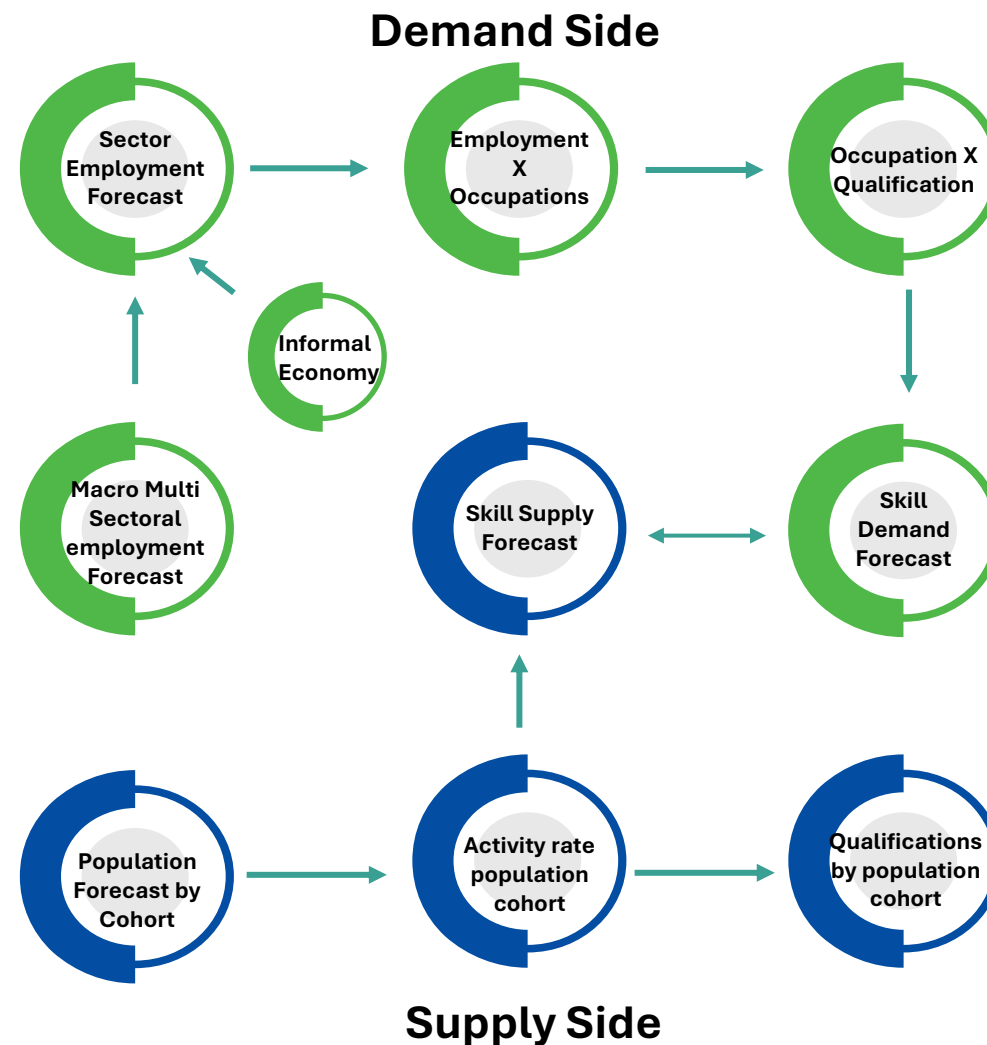
# Skill Gap Study | How do we define it

Meaning of Skill gap analysis is **how many** with **what skill** at **when** and **where**

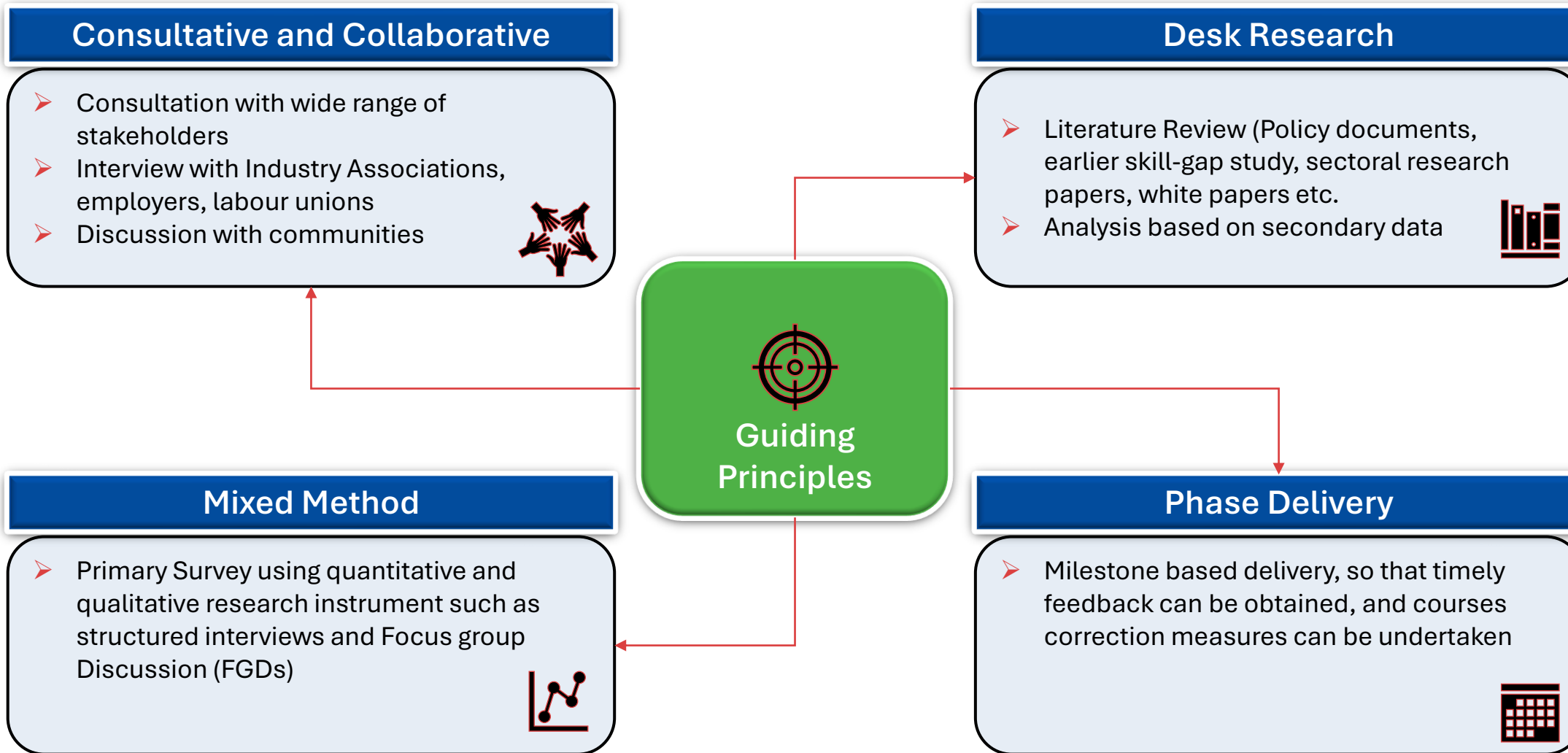


To uncover skill gaps, different tools and techniques are used through quantitative techniques along with qualitative methods provide deeper, contextualized insights, ensuring a well-rounded and accurate assessment of workforce needs.

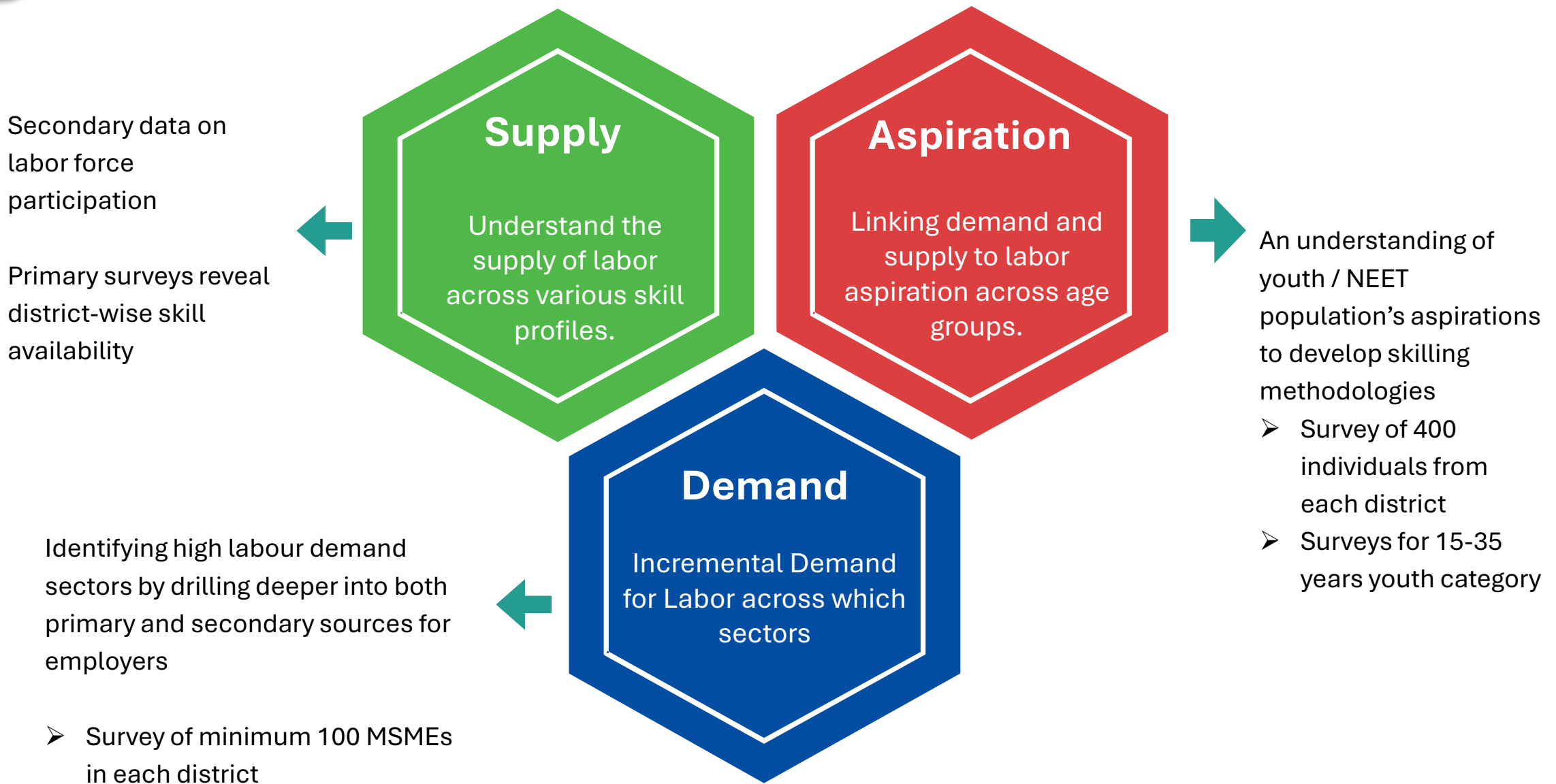
Different inputs for diverse approaches result in varied outputs, which capture the specifics of skill gaps, pinpointing 'what' skills are needed, 'where' they are required, and 'when' they are essential



# Skill Gap Studies | Guiding Principles



# Skill Gap Study | Approach



These numbers are tentative and will vary based on the size and economic activity

# Skill Gap Assessment | Broad Framework

## Secondary Research

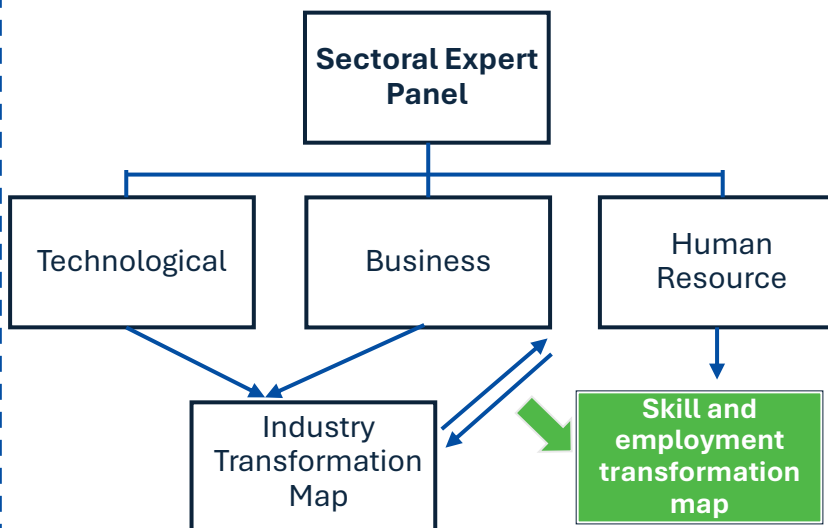
## Sectoral Expert Panel

## Surveys – Sectoral Basis

### Mixed Approach

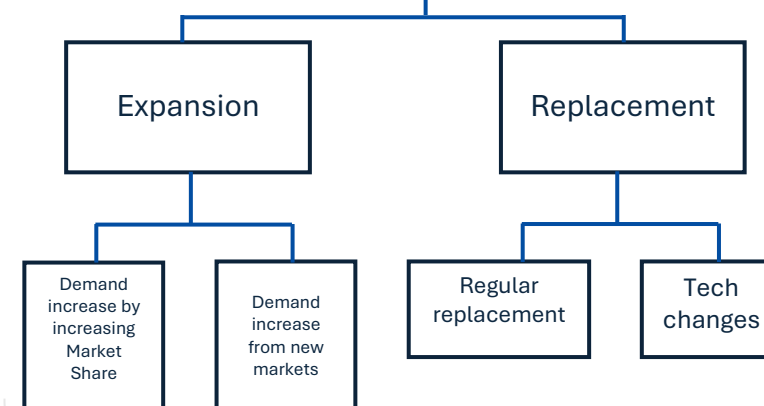
This shall include methods of online vacancy analysis and Big data for understanding the change in roles over time

Labor market and big data analysis, trends, statistical analysis of structured data from job portals



For creation of transformation maps, various methods shall be used like Expert Panel, Scenarios, Road mapping, etc for details on future skills projection

### Jobs and skills survey



The survey will be conducted in phases covering the Large organizations(formal sector) and then covering the MSME and other informal sectors

### Quantitative Approach

Labor Productivity

Occupational Classification

# Skill Gap Assessment | Broad Framework & Data Sources

## 1. Selection of sectors & sub sectors

- Input-Output (I/O) analysis, Income & emp. Multipliers, %GVA & workers; ranking of sectors, sunrise sectors
- Data sources: LFS, Central Bureau of Statistics (CBS)



## 2. Sector wise analysis of labour market characteristics

- State, educational qualifications (general, technical & vocational education), engagement, occupation and gender of workers
- Data sources: LFS, Central Bureau of Statistics (CBS)



## 3. Identification of sector wise geographic clusters & Sector wise Occupational Mapping

Data sources varies by sector for e.g. OECD, IMF, Respective Ministry/Department



## 4. Forecasting of jobs & occupations

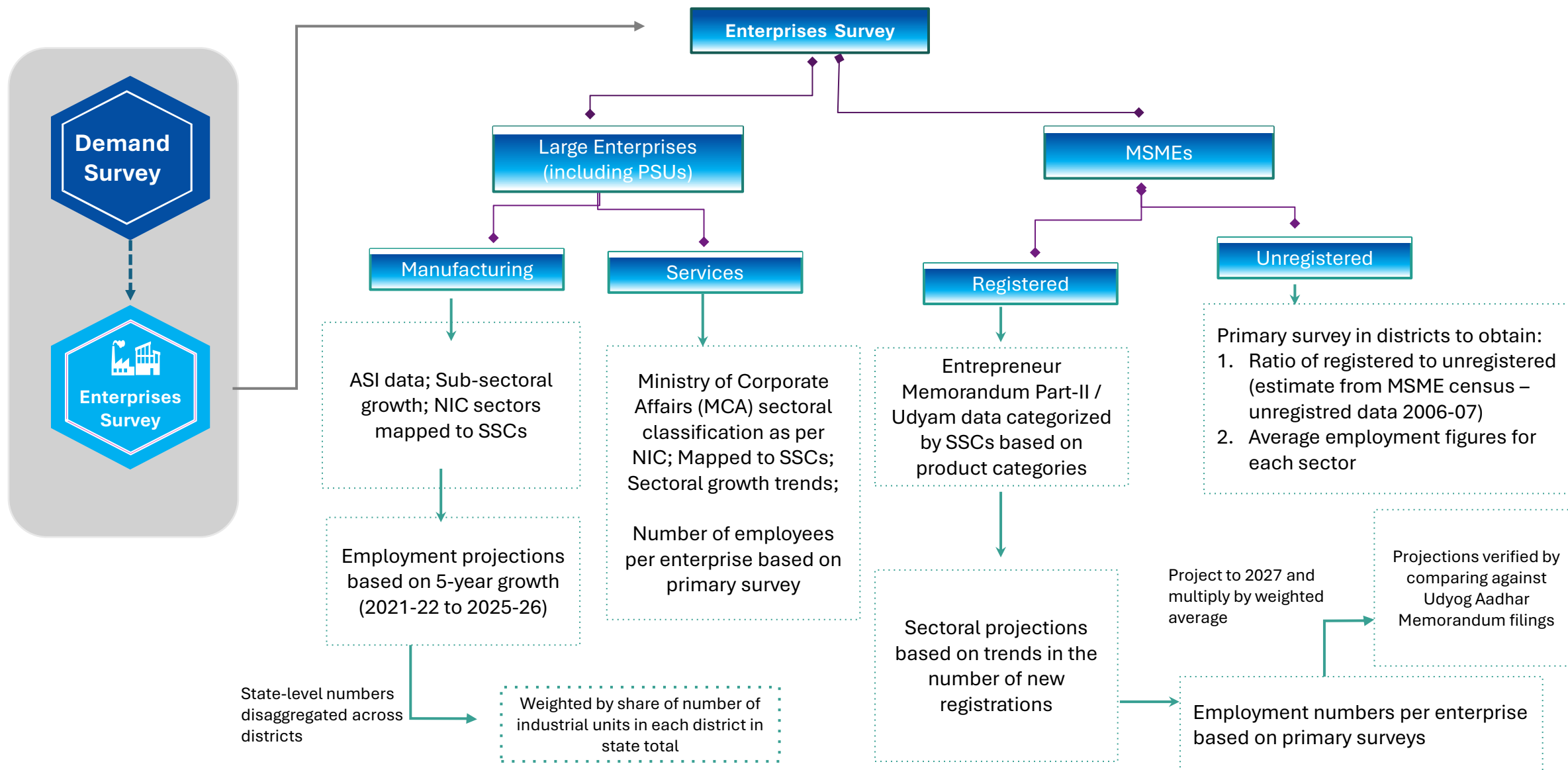
Using I-O Analysis: (Data sources: LFS, Central Bureau of Statistics (CBS), IMF, Stakeholders consultation)



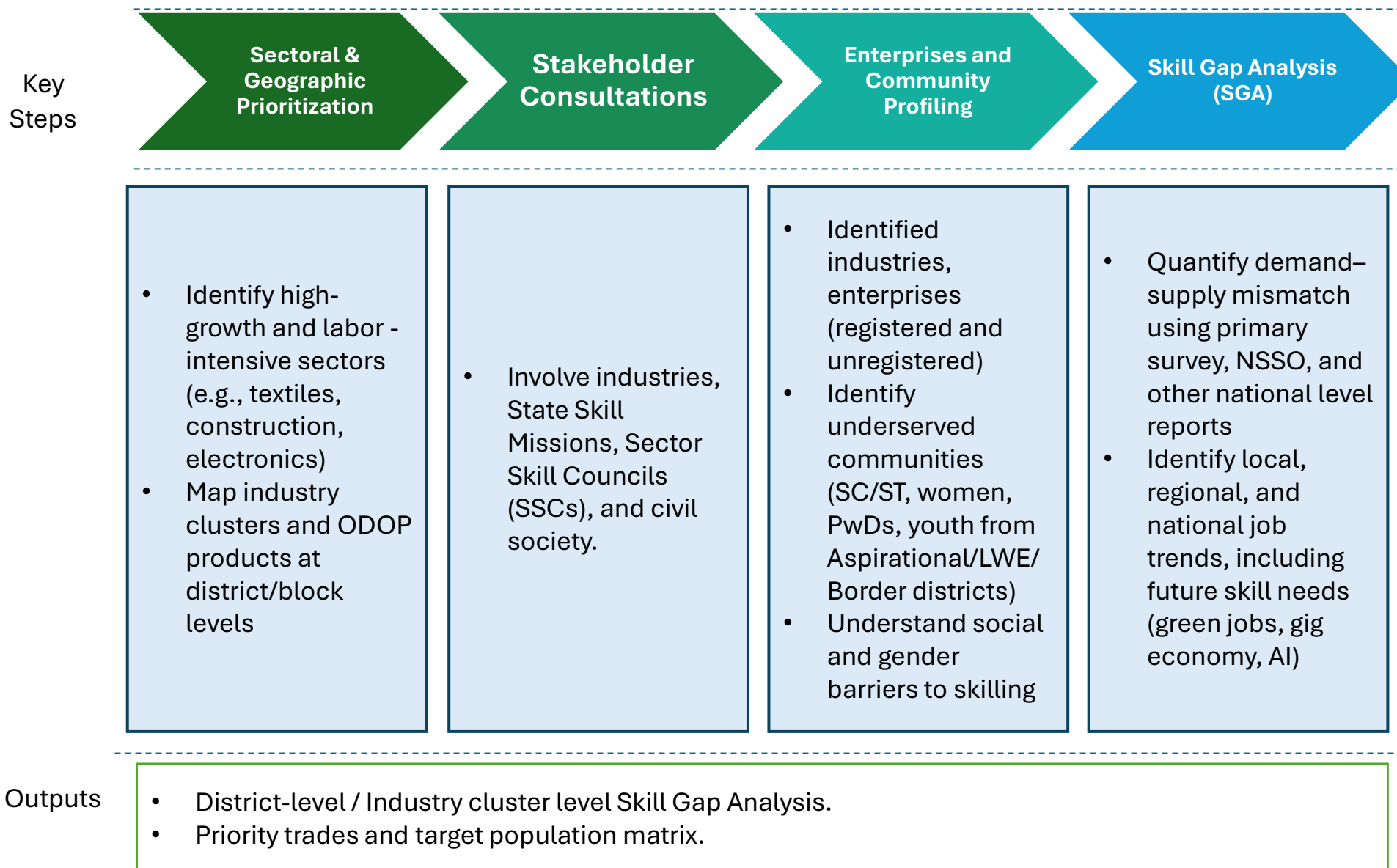
## 5. Mapping of Top Job Roles currently facing skill shortage and identification of their qualification and skills requirements (skill gap)

- Stakeholder consultations and Big Data Analysis

# Skill Gap Assessment | Practical approach for demand side

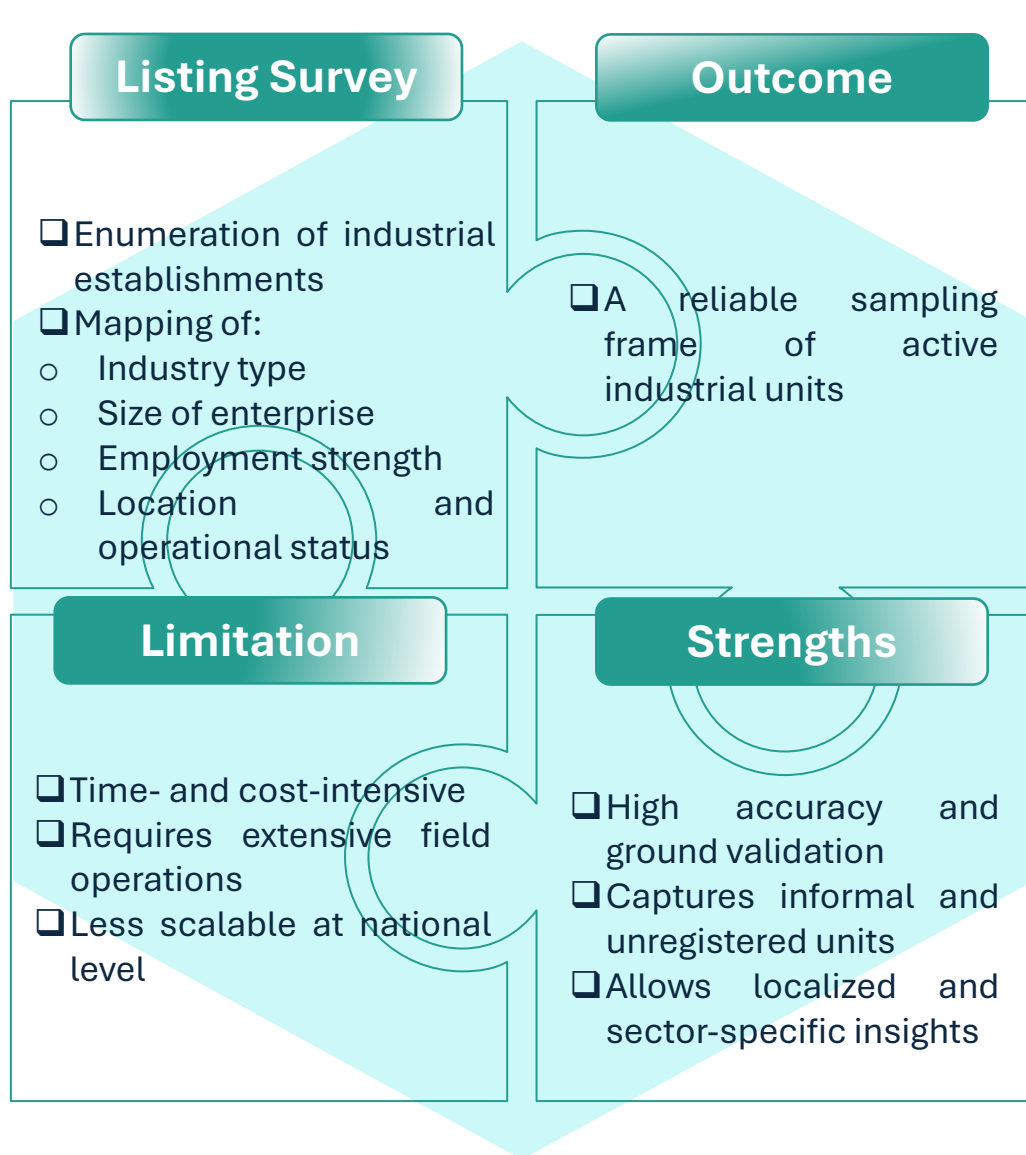


# Skill Gap Assessment | Practical approach for demand side

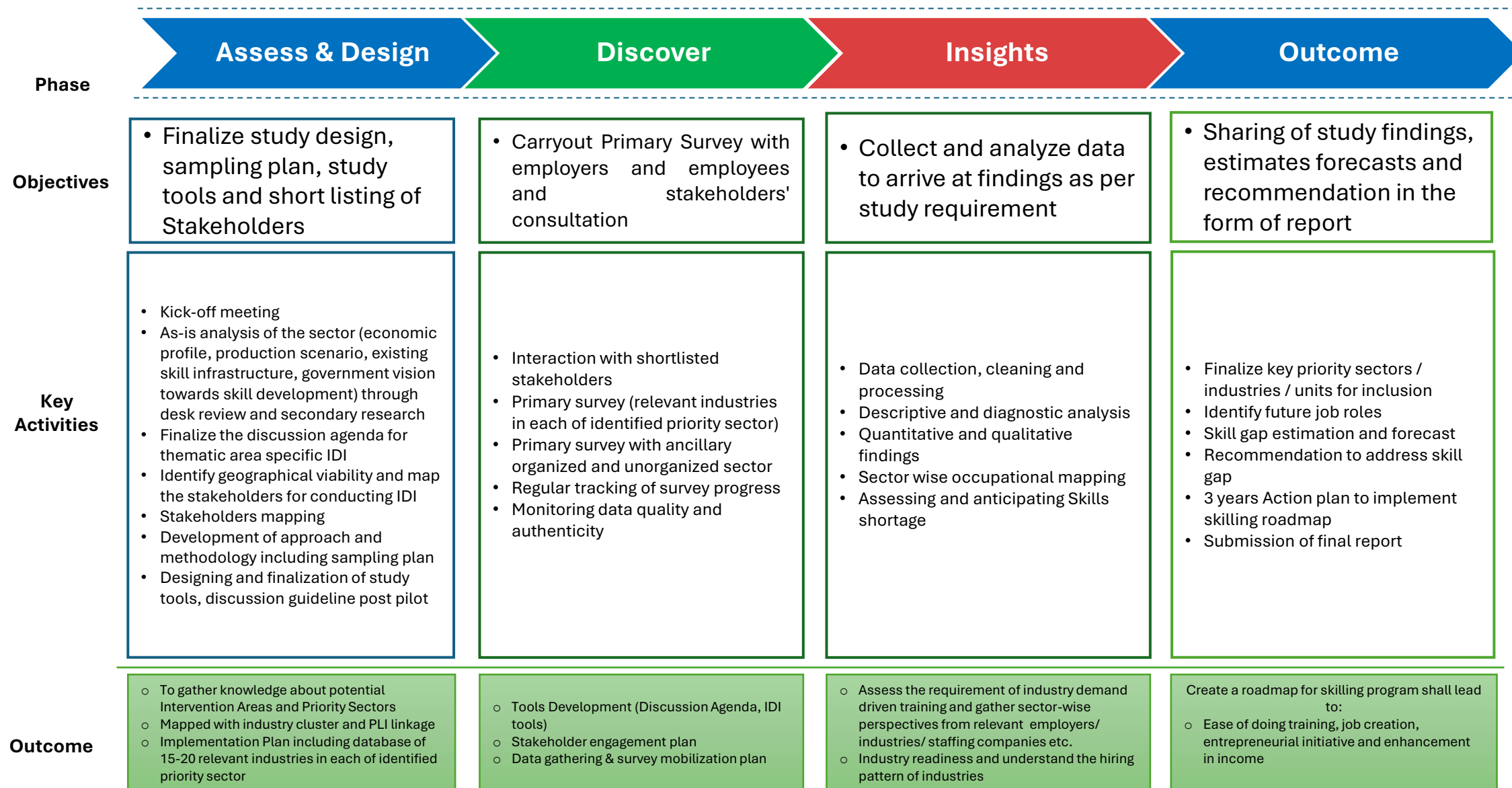




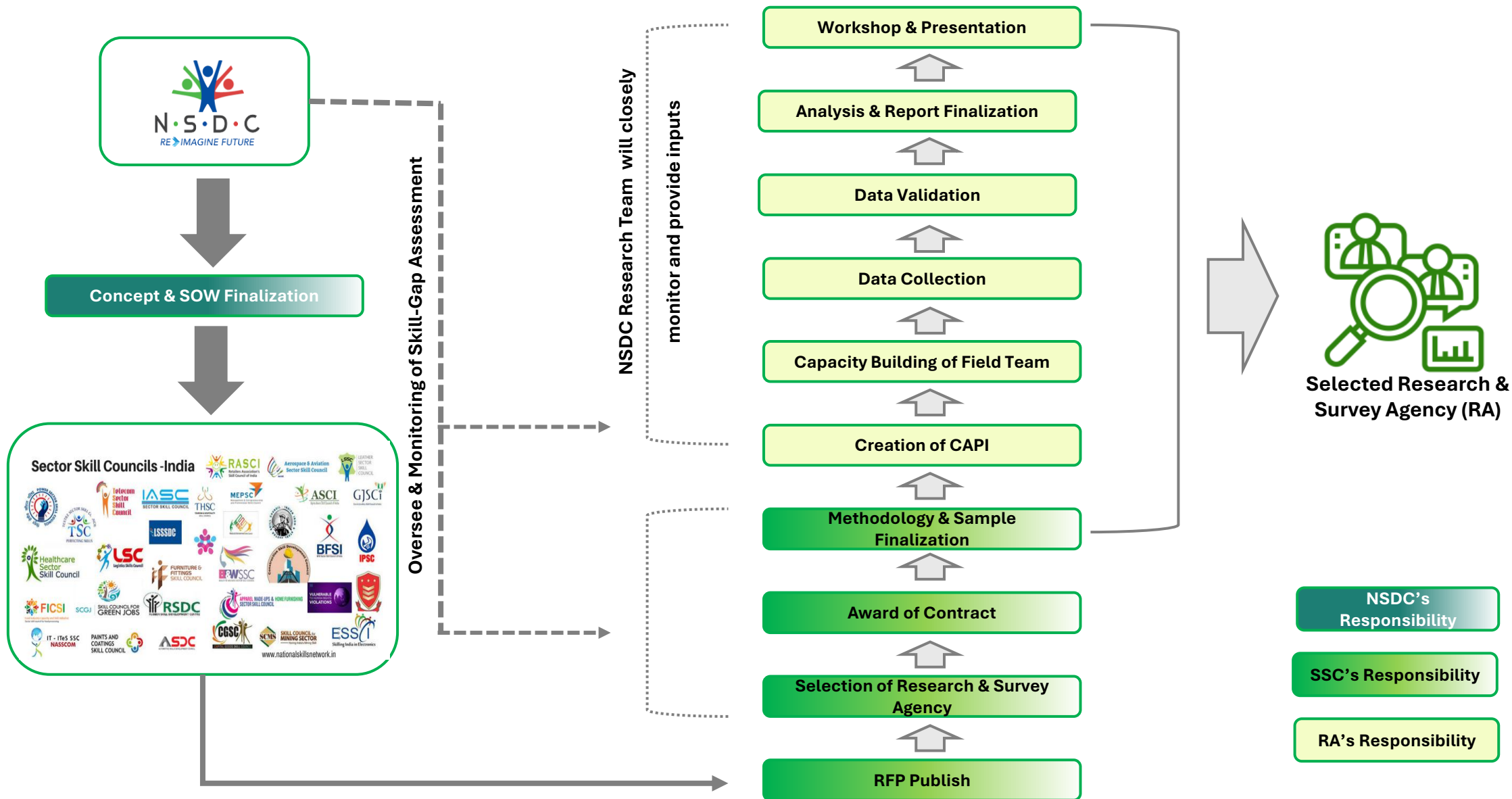
# Skill Gap Assessment | Comparison of Listing & Sample Survey



# Skill Gap Assessment | Key steps



# Skill Gap Assessment | Key steps



# Skill Gap Assessment | Illustrative Outcome Matrix

Areas of Enquiry	Indicative Assessment Queries	Outcome
<p>To map the manpower by size and type of employment in different regions and segments across the sector</p>	<ul style="list-style-type: none"> <li>• Socio-economic and education status of the workers</li> <li>• Total number of employees in current premises</li> <li>• Total number of employees pan India (if multi located operation)</li> <li>• % of employees across age brackets</li> <li>• Nature of employment</li> <li>• Key job roles in which workers are currently employed</li> </ul>	<ul style="list-style-type: none"> <li>• Organization-size Comparisons</li> <li>• Regional Comparisons</li> <li>• Sector Comparisons</li> </ul>
<p>To measure employers' intentions towards their industry's workforces</p>	<ul style="list-style-type: none"> <li>• What are the common modes of recruitment of employees?</li> <li>• Preference for hiring female workers in the future</li> <li>• Willingness to hire skilled and certified workforce</li> <li>• Nature of migrated from outside the district and state for work</li> <li>• Recruitment plans for the next 6 months, 1 year, and 5 years</li> <li>• Number of employees recruited in last FY</li> <li>• Required skills or demand for skills across occupational roles in future</li> <li>• Perception of labor related constraints in terms of skills</li> <li>• Perception of skilled labor availability being a constraint, by industry types</li> </ul>	<ul style="list-style-type: none"> <li>• Employer Hiring Expectations</li> <li>• Employment outlook</li> <li>• Hiring outlook across region and sectors</li> <li>• Aggregate demand by sector / region</li> </ul>
<p>Identify the basic-foundational, employment and entrepreneurial skills demands, expected by employers and entrepreneurs</p>	<ul style="list-style-type: none"> <li>• Required level of cognitive &amp; non-cognitive skills, sector-job specific skills</li> <li>• Initiatives towards re-skilling, upskilling of current employees</li> <li>• Required skills for emerging job roles and due to advancements in technology</li> </ul>	<ul style="list-style-type: none"> <li>• Identify current and near future competences and qualification needs and</li> <li>• Develop a policy framework</li> </ul>

# Skill Gap Assessment | Illustrative Outcome Matrix

Areas of Enquiry	Indicative Assessment Queries	Outcome
<p>Identify the challenges faced by enterprises operating in the sector in terms of recruitment or getting skilled resources</p>	<ul style="list-style-type: none"> <li>• Common modes of recruitment?</li> <li>• Challenges faced by employer while recruiting manpower</li> <li>• Any support features by organization to encourage recruitment and retention of female candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment challenges</li> <li>• Skill-gap across region and sectors</li> <li>• Skilling linkage for labor force participation</li> </ul>
<p>Provide future requirement of skilled workforce across different segments/ sub-sectors /clusters</p>	<ul style="list-style-type: none"> <li>• Any technological advancements that are likely to impact the manpower requirement?</li> <li>• New areas of investments, plans for expansion, expected growth etc.</li> <li>• Current shortage of manpower</li> <li>• Minimum qualification / skill required to meetup the future demand</li> <li>• Recruitment plans for the next FY</li> <li>• The job roles that will become redundant due to the technological changes</li> <li>• The job roles that will be created due to the technological changes</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of emerging job roles</li> <li>• Identification of redundant job roles</li> <li>• Future skills across occupational roles</li> <li>• Job role wise requirement</li> <li>• Job role-wise skill gap</li> </ul>
<p>To measure the relative contribution of the enterprise to employment.</p>	<ul style="list-style-type: none"> <li>• 10 sectors that contribute more employment generation in respective district</li> <li>• Information on key job roles across the organizations value chain such as, total requirement, educational qualification, skill requirement, experience required etc.</li> <li>• Investments towards business expansion and skill development</li> </ul>	



**Thank You**

# Appendix



# Skill Gap Assessment | International Practices for Demand-Side

## Graduate Tracker & Tracking Studies

Using administrative datasets or surveys or a combination of the two to track people through education and the labour market to see how the former influences the latter

## Skills & Jobs Survey

Mapping of skill demand and supply and technology use, often combined with an assessment of the extent to which skill demand and supply are matched

## Big Data

Use of web sources (e.g. online job ad portals, CV repositories), combined with text mining and machine learning approaches, to collect and classify data about skills, jobs, qualifications, vacancies, technologies, etc.

## Foresight

Critical thinking about the future of skills supply and demand and technology trends, using participatory forward-looking methodologies

## Descriptive Statistics/ Stock-Taking

Estimates of skill demand and supply and technology use, often based on collating data from different sources (e.g. labour force survey, sector skill studies)

## Quantitative Forecasting

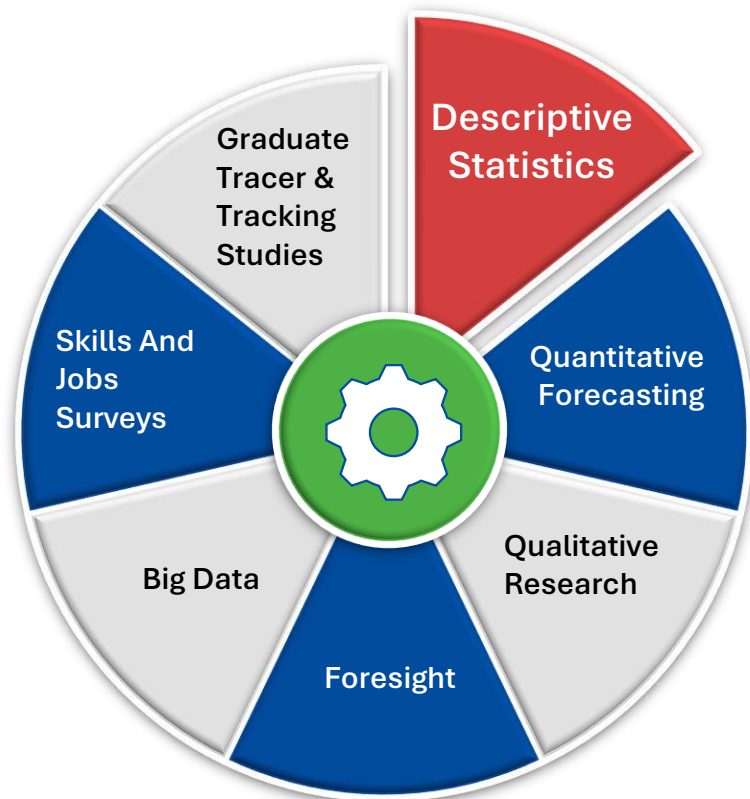
Forecasting or projecting future demand in sectors, occupations, and/or qualification levels or types using econometric modelling

## Qualitative Research

Use of non-quantitative techniques such as company case studies and focus groups to develop expert or practitioner insight into current and future skill demand/supply and technology trends



# Demand-Side Methodology | Descriptive Statistics



## Sub-methods

Labour Force Surveys

Sector Skill Studies

## Inputs for this method

- Survey Data: Collected from sources like labor force surveys and employer questionnaires.
- Employment Records: Including job titles, skills required, and salary information.

## Outputs from this method

- Statistical Summary: Quantitative summary of the current labor market, skills in demand, and employment trends.
- Data Visualization: Charts and tables displaying the distribution and correlation of workforce skills and market needs.

## Pros

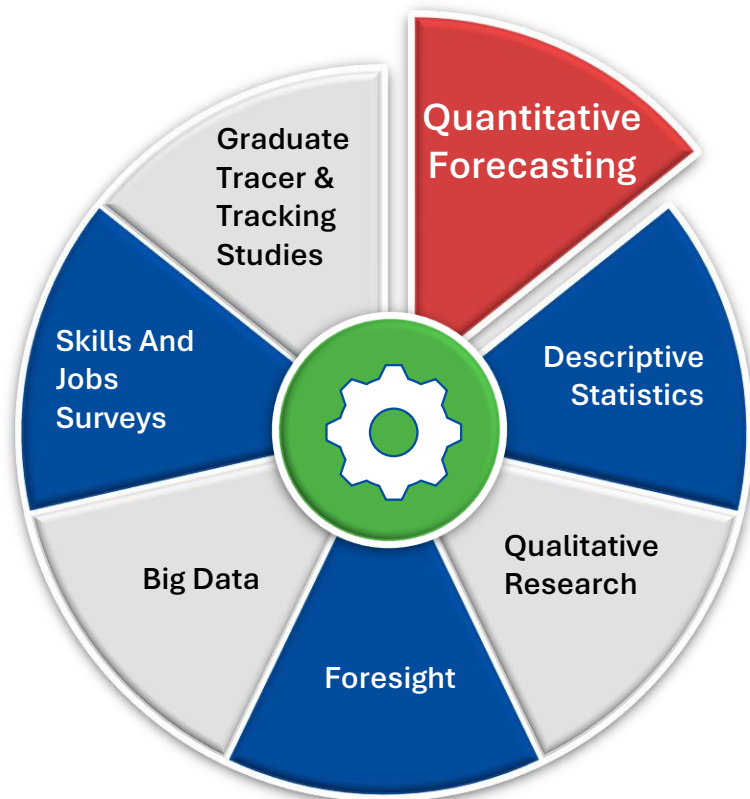
- Provides an understanding of existing knowledge can reveal major trends, issues or weak signals
- Method is desktop-based and so not too expensive



## Cons

- Requires time and research skills
- Must be complemented by other methods
- Requires real-time of social and economic indicators

# Demand-Side Methodology | Quantitative Forecasting



## Sub-methods

Projections

Demand Estimation

Labor market study

Multisectoral Modelling

## Inputs for this method

- Historical Data: Past labor market statistics, industry growth rates, employment trends, and economic performance indicators.
- Current Job Vacancies: Information from job advertisements and employer surveys about current skill requirements and job openings.
- Technological Trends: Data on current and emerging technologies affecting skill needs.
- Demographic Trends: Projections of changes in the population that may affect labor supply.
- Policy Changes: Information on regulatory or legislative shifts that could impact job markets.

## Outputs from this method

- Demand Forecast: Predictive insights into which particular skills, job roles, and qualification levels will be in high demand in each timeframe and location. This informs workforce planning and educational training initiatives.

## Pros

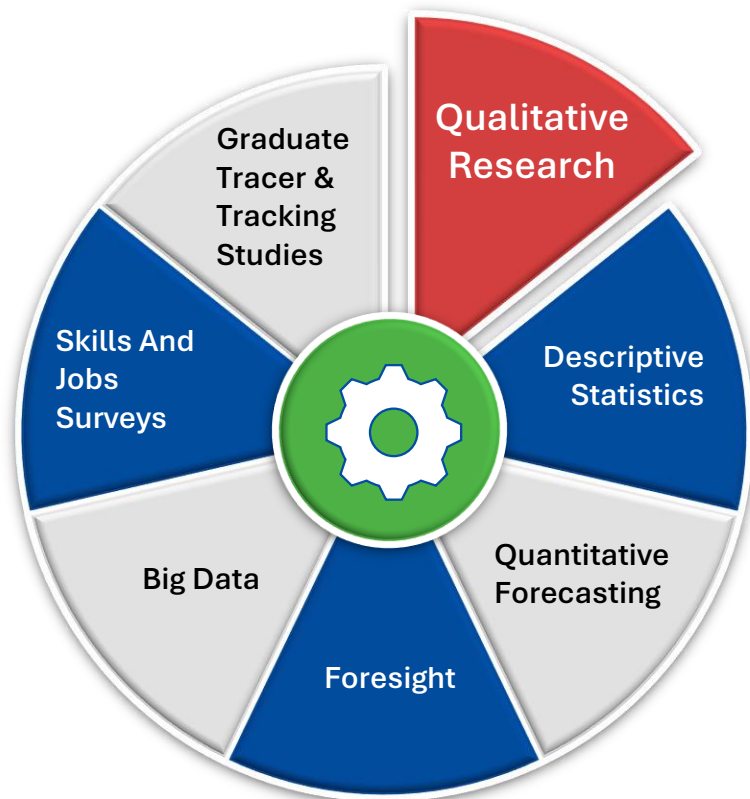
- Provides a systematic and comprehensive view of anticipated advancements by industry, job role, educational level, etc.
- Serves as a valuable benchmark to evaluate the effects of policy measures



## Cons

- Precise indications of education and training requirements.
- Econometric modelling or statistical analysis requires access to available and reliable data.

# Demand-Side Methodology | Qualitative Research



## Sub-methods

Company case studies

Focus Groups

## Inputs for this method

- Interviews: In-depth discussions with industry experts and workforce participants.
- Focus Groups: Group discussions to gather diverse insights on skill demands and job market trends.

## Outputs from this method

- Thematic Analysis: Identification of key themes and narratives around current and future skill demands.
- Insight Reports: In-depth analysis providing nuanced understanding of skill supply and demand dynamics

## Pros

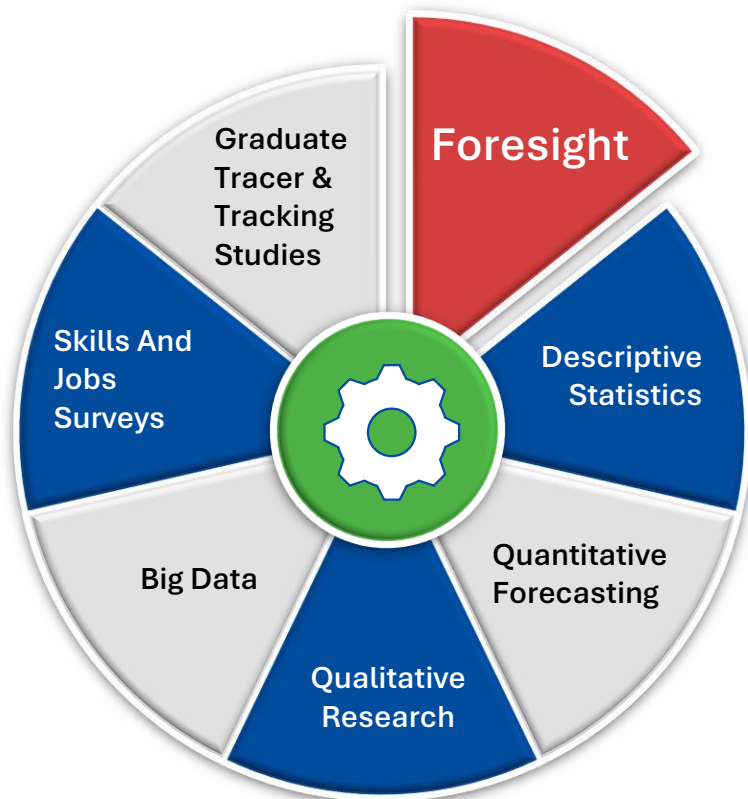
- Provides holistic approach by combining insights of different stakeholders
- Do not require extensive data modelling and is usually a faster method to start basic analysis



## Cons

- Not adaptable across all sectors and may exhibit inconsistency
- Possibility of getting inputs more applicable for short term

# Demand-Side Methodology | Foresight



## Sub-methods

Literature and statistics review	SWOT Analysis	Brainstorming	Focus Groups
Expert Panel	Delphi Method	Horizon Scanning	Scenarios
Cross Impact Analysis	Backcasting	Morphological Analysis	Road Mapping

## Inputs for this method

- Data about the present and past labor market conditions
- Multi-disciplinary expertise to gather and analyze information
- Information on the size and composition of the labor market, how it functions, its problems, and the opportunities available

## Outputs from this method

- Identification of opportunities and areas of vulnerability in the labor market
- Alternative quantified scenarios based on various assumptions
- Recommendations for decision-making to address potential skill gaps

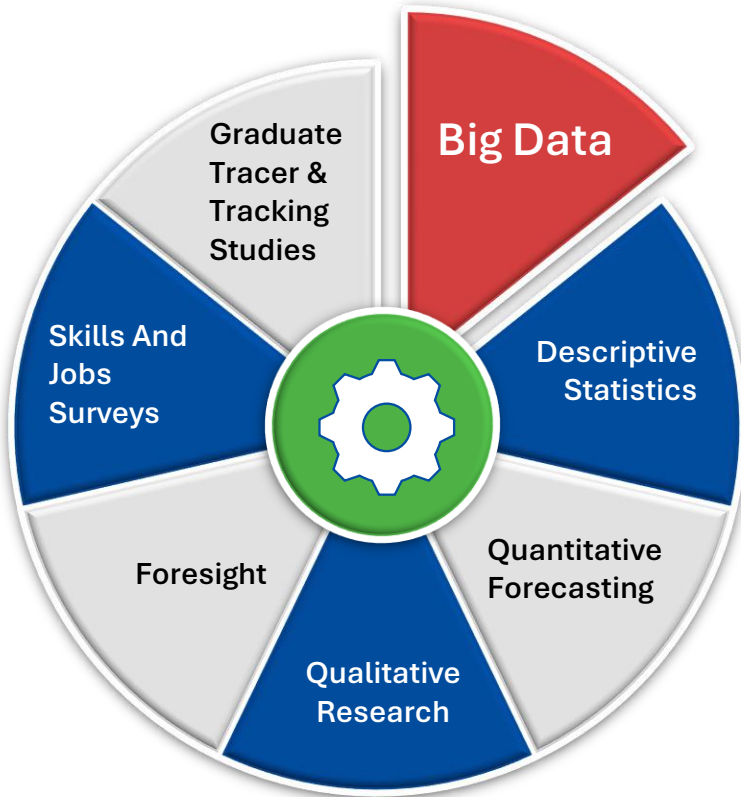
## Pros

- Extracting expert knowledge to determine critical focus areas
- Dismantles a structure to pinpoint key elements.



## Cons

- Despite being a well-structured method but not suitable for large participation
- There is limitations on the number of events to be included



## Sub-methods

Online job advertisements

Patents and scientific papers

Scientific literature

Occupational Databases

Wikipedia analysis

MOOCs

## Inputs for this method

- Data tabulation of patents
- Data of employment service portals (Government and Private)
- Structured data(numbers, dates, author keywords) and unstructured data(videos, audios, texts)

## Outputs from this method

- Matching skills to occupation
- Movement of roles
- Future employment prospects

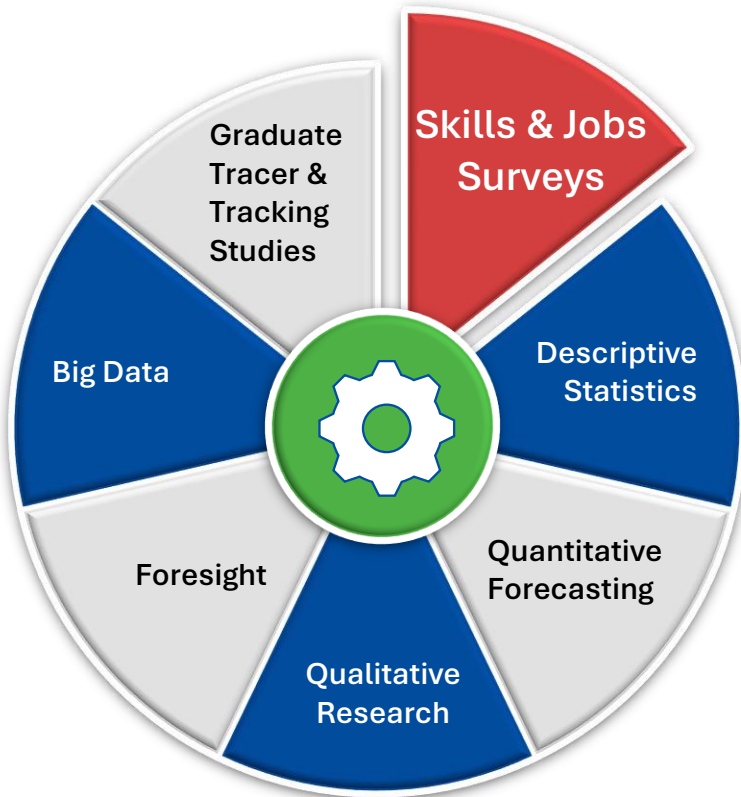
## Pros

- Skill needs linked to technologies can be identified
- Spot nascent technologies that stand a good chance of gaining traction and becoming prevalent in work environments.



## Cons

- Few identified technologies and skills may be of transitional importance
  - Challenging to use technology-oriented methods as compared to conventional methods



## Sub-methods

Employer Skill Surveys

Key Informant Interviews

Structured Interviews

## Inputs for this method

- Interviews: In-depth discussions with industry experts and workforce participants.
- Job surveys with establishments of different sizes
- Focus Groups: Group discussions to gather diverse insights on hiring trends, workforce training requirements, and prediction for future recruitment plans

## Outputs from this method

- Short-term employer sentiment and hiring intentions
- Unique demand-side data about skills needs and skills utilization
- Direct, first-hand information about current skills gaps and recruitment difficulties, training needs and short-term hiring intentions

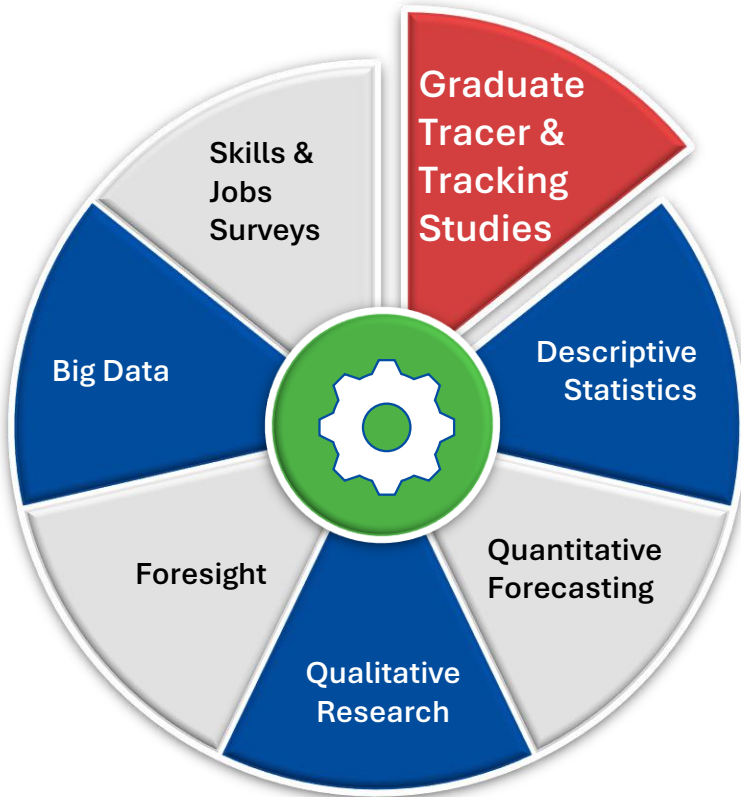
## Pros

- Primary insights into existing skill shortages and hiring challenges, workforce training requirements, and immediate recruitment plans



## Cons

- Carrying out these surveys in developing countries can be challenging due to limited institutional capabilities, the lack of proper business records or their substandard quality, and the prevalent size of the informal sector



## Sub-methods

School-to-work transition surveys

Tracer Studies

## Inputs for this method

- Data from universities and higher education institutes about students graduated
- Industry-wise and company-wise employment statistics

## Outputs from this method

- Insights into the utilization of qualifications and skills
- Insight Reports: In-depth analysis providing nuanced understanding of skill supply and demand dynamics

## Pros

- Provides insights into career outcomes, aiding program assessment
- Offers feedback for curriculum enhancement by collecting graduates' experiences

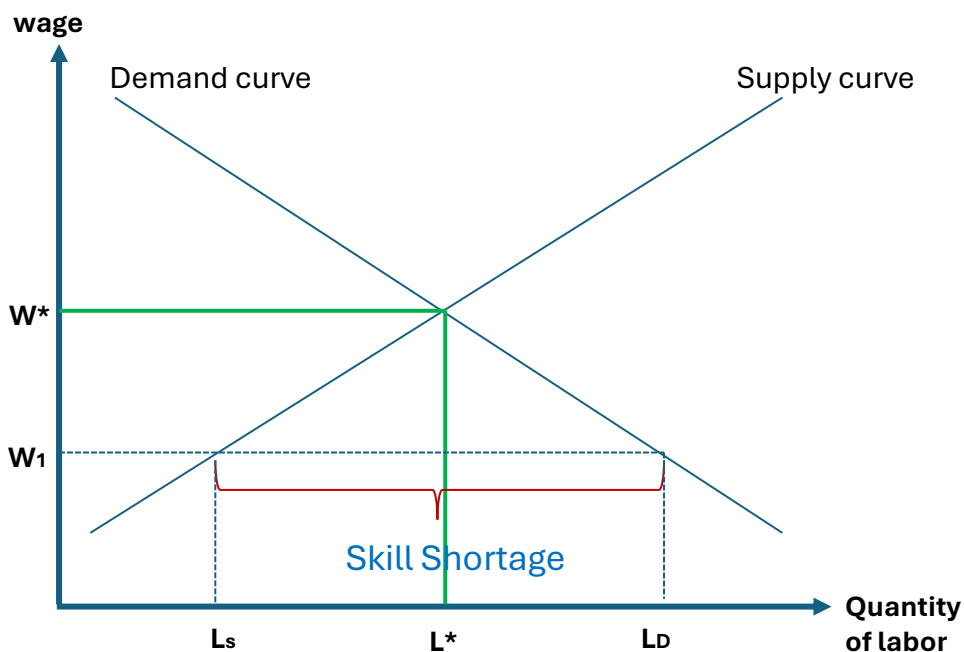


## Cons

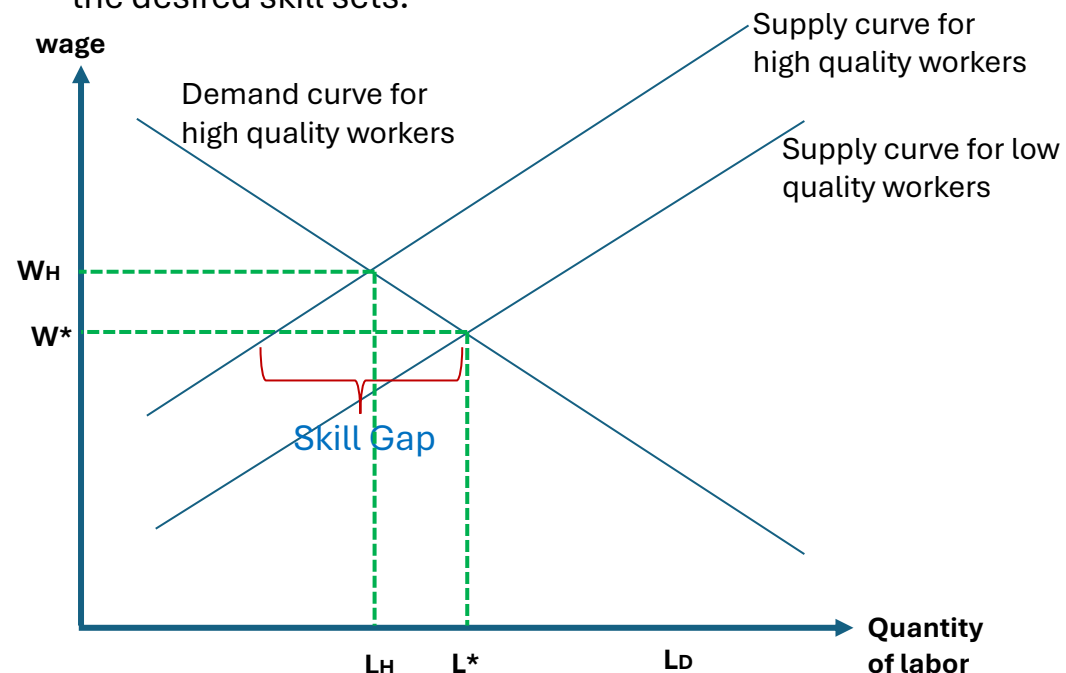
- Data collection challenges in tracer studies may compromise validity
- Tracer studies often overlook non-employment indicators of success

# Skills Shortage & Skill Gap | Defining Terms

**Skills Shortage/Extensive skills gap** describes the situation where a job vacancy is hard to fill because of a lack of applications with the needed skills.



**A skill gap (intensive skills gap)** occurs where an employee's competence to do the job is called into. Employers find that the prospective employees have the appropriate qualifications but not the desired skill sets.



The study will develop methodology to assess skills shortage at sectoral level and skill gap at the worker level in a particular sector.

# Skill Gap Assessment | Comparison Methodology (Part 1/2)

Forecasting Method	Description	Adopted By	Advantages	Disadvantages
Labour Market Information System (LMIS)	Collects and analyzes data on labor market trends, employment, wages, and skill demand.	Canada (LMIS), OECD	<ul style="list-style-type: none"> <li>Real-time or near real-time data</li> <li>Broad coverage</li> <li>Data-driven insights</li> </ul>	<ul style="list-style-type: none"> <li>Data quality depends on reporting</li> <li>May lag behind fast changing market conditions</li> </ul>
Employer Surveys / Business Surveys	Direct surveys of employers to identify current and future skill needs.	ILO, World Bank	<ul style="list-style-type: none"> <li>Captures current and projected demand</li> <li>Industry-specific insights</li> </ul>	<ul style="list-style-type: none"> <li>Costly and time-consuming</li> <li>Subject to respondent bias</li> </ul>
Expert Panels / Delphi Method	Structured group discussions with domain experts to anticipate future skill needs.	UNESCO, ILO, Australia NSC	<ul style="list-style-type: none"> <li>Taps into experiential knowledge</li> <li>Useful for emerging sectors</li> </ul>	<ul style="list-style-type: none"> <li>Subjective</li> <li>may lack validation</li> </ul>
Scenario-Based Forecasting	Explores multiple future scenarios to understand possible skill requirements.	OECD, McKinsey, WEF	<ul style="list-style-type: none"> <li>Flexible and adaptive</li> <li>Good for strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>Not predictive</li> <li>assumption-driven</li> </ul>
Education-Employment Flow Analysis	Tracks transitions from education to employment to identify mismatches.	World Bank, European Training Foundation (ETF)	<ul style="list-style-type: none"> <li>Reveals systemic mismatches</li> </ul>	<ul style="list-style-type: none"> <li>Time-lagged data</li> <li>May not reflect fast-evolving skill needs</li> </ul>
Skill Taxonomy Alignment	Maps skills to qualifications.	ESCO, O*NET, NSQF	<ul style="list-style-type: none"> <li>Aligns education and industry</li> </ul>	May not be updated frequently
Input-Output Model	Uses statistical models to forecast labor demand based on macroeconomic indicators. Estimates skill gaps by analyzing inter-sectoral relationships and how changes in one sector affect others	OECD, National Economic Research Institutes Australia NSC	<ul style="list-style-type: none"> <li>Takes into account sector interdependencies</li> <li>Useful for large-scale economic planning</li> </ul>	<ul style="list-style-type: none"> <li>Complex and data-intensive</li> <li>Assumes static relationships, which may not be realistic in rapidly changing economies</li> <li>May not capture sector-specific nuances</li> </ul>

# Skill Gap Assessment | Comparison Methodology (Part 2/2)

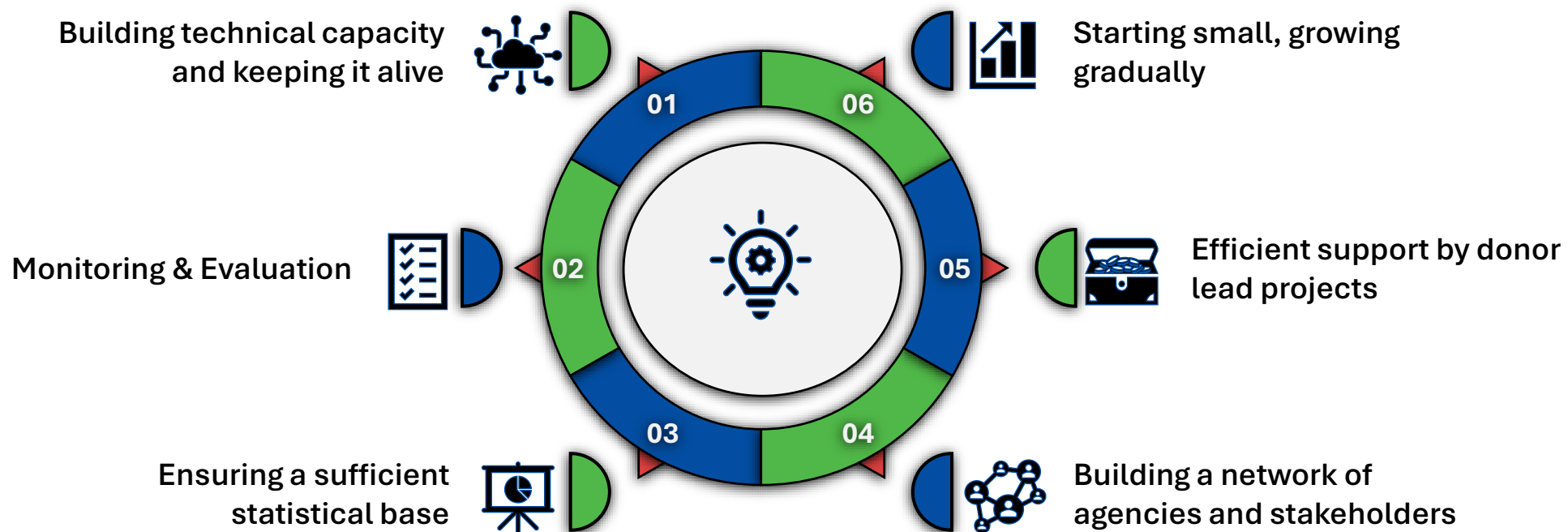
Forecasting Method	Description	Adopted By	Advantages	Disadvantages
Quantitative Forecasting (Expansion and Replacement Demand Models)	Estimates how many new and replacement jobs will arise based on demographic trends and economic growth.	UK (Working Futures)	<ul style="list-style-type: none"> <li>Useful for projecting net labor force demand</li> </ul>	<ul style="list-style-type: none"> <li>Less detailed about changing skills within occupations</li> <li>Cannot predict qualitative skill shifts</li> </ul>
Tracer Studies	Follows graduates over time to assess employment outcomes and relevance of training.	Various TVET and higher education evaluations	<ul style="list-style-type: none"> <li>Direct measure of education-labor link</li> <li>Feedback for training institutes.</li> </ul>	<ul style="list-style-type: none"> <li>Data collection is resource-intensive</li> </ul>
Social Dialogue and Stakeholder Engagement	Institutionalized collaboration among government, employers, and workers.	ILO	<ul style="list-style-type: none"> <li>Builds consensus; Enhances policy acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>Requires strong institutions; Time-consuming processes.</li> </ul>

**Source:**

- *Developing Skill Foresight, Scenario and Forecast. GUIDE TO ANTICIPATING AND MATCHING SKILLS AND JOBS VOLUME 2*
- *Approach to anticipating skills for the future work, Report prepared by the ILO and OECD for the G20 Employment Working Group*
- *Global skills gaps measurement and monitoring: Towards a collaborative framework / Technical paper prepared for the 1<sup>st</sup> meeting of the Employment Working Group under Indian presidency*
- *Understanding Skill Gaps in Firms, OECD Skills Studies*

# Skill Gap Assessment | Guiding Principles

## Six Aspects for Continued Development of a Skills Anticipation & Assessment System



## Draft

### Framework for Skill Gap Studies by Sector Skill Councils (SSCs)

#### **Background**

1. Sector Skill Councils (SSCs) were established as autonomous, 'industry-led', 'industry – governed' bodies. Their key functions are to identify skill needs of their sectors, make skill development plans and inventory, and determine skill competency standards, for which they have been periodically conducting skill gap studies.
2. In the last year MSDE released the 'Methodology for Assessing Skill Shortages and Gaps', prepared by NCAER and directed that the skill gap studies to be conducted by the SSCs should follow the methodology laid out in this publication. Therefore, this document is not about how to conduct skill gap studies but the expectations of the various stakeholders from the skill gap studies and thus, the information they should be able to provide.
3. At the end of the document, as Annexure, a suggested method of skill gap study developed by Research Wing of NSDC is also attached. However, the same is only to supplement the NCAER methodology which has been specifically developed for skill ecosystem within MSDE.

#### **Periodicity of the Skill Gaps**

4. The skill gap studies should be conducted every three (3) years. Any information which is older than three years is likely to be dated, particularly in the fast-changing world of work, and thus unlikely to be useful for policy makers. NCAER methodology also suggests how this information can be updated annually. In addition, it can be updated and verified through bi -annual industry meets, secondary research and LMIS of the respective SSCs. Ordinarily a five-year future projection should be available in the study.

#### **Skill Gap Studies Feeding into Policy Making**

5. The information from the skill gap studies should be able to assist in the development of skill policies at the national and state level, and actionable plan at district level. The major findings of the skill gap studies conducted so far have been the projected incremental need of skilled manpower in the sector and sub-sectors, across the country. Very few cover the requirement at the state level, and none at the district.
6. Compare this with the suggested methodology of planning and policy development for PMKVY. It envisages the district level skill plan, leading to state level and finally a national level skill development plan to inform on the target allocation for PMKVY which is then supposed to flow downwards from national to state and district level. In all the versions of PMKVY, the implementation at the district level is of the foremost importance and therefore the District Skill Committees have been created to supervise skill training at the districts. Due to conduct of the skill gap studies at the national level, with very little information at the state and district level, the information is of very limited use for designing policy, or skill development at the state and district level. State level study, where conducted, the sample size is very small for the inferences drawn from them, raising doubts on their credibility.
7. District level skill information can be a specialized one covering industry clusters, migration source and corridors including international migration, logistic nodes, financial centers and any product specific to the district. There is always a need for skill solutions for aspirational districts, and blocks, border districts, tribal districts, coastal areas etc.
8. Therefore, the skill gap studies should not only inform on the sub- sectors (determined by GVA added, as suggested by NCAER) but also take care of the need of implementation at state and district level, and thus provide

such information. Admittedly, such a study will become very expensive but without this information the skill gap studies have found very limited utilization in policy development and execution.

9. The skill and livelihood needs of minorities and vulnerable groups, women, tribals, Divyajans etc. are priority areas for the government.

10. Last but not the least, the policy makers are always looking to sense the requirement of the industry in getting skilled manpower and understand and resolve challenges they face. SSCs through skill gap studies, LMS and industry interaction, should be able to provide this to MSDE, NSDC and line ministries.

### **Line Ministry Consultation**

11. Apart from MSDE, states and their schemes, line ministries are other important stakeholders for utilizing skill information. Many ministries have their own skill development schemes, or schemes which have a skill development component. Skills should be able to cater for their needs and provide feedback on their programs.

12. Therefore, the line ministry should be consulted before initiating a skill gap study.

13. Convergence with the schemes of line ministries, utilization of their training institutions and Centers of Excellence, and bringing their skill needs to MSDE and PMKVY could be a part of skill studies.

14. Apart from convergence with other central ministries, the skill needs for government flagship programs like Gati-shakti, ESDM etc. are areas where information on skill development is much sought after at the policy level.

### **Skill gaps versus Skill Shortages**

15. Skill shortages are deficiency in terms of availability of skilled manpower and this information, incrementally every year, is generally the most important information contained in the skill gap studies. However, the information on skill gaps of the existing manpower already employed, or the new skills required with the changes in the industry and technology should also be enquired into and would form the basis of reskilling and upskilling programs for PMKVY etc.

### **Training capacity and other Information**

16. For effective implementation of government schemes, it is not only sufficient to know the incremental manpower requirement in various sub- sectors but how the need is being met currently and how it can optimally be met through existing and new infrastructure, courses and schemes. This would entail a survey of availability of skill infrastructure available, ideally at district level, in terms of ITIs, polytechnics, school, colleges and universities, PMKVY and other centers, central and state training infrastructure, and apprenticeship to inform MSDE, and central and state ministries of the policy and schematic interventions to be done. Mapping of ideal training course and institutions, and location and industry for employment will go a long way in making the skill development programs more effective.

17. The other information which has been found to be useful, ready to be applied for any implementation, is in terms of migration source districts, corridors and destinations, international migration source and destination, salary levels, and industry and location where employment would be found.

18. The changes in technology, automation, AI and geo-political situation are driving many changes in the world of work or 'Future of Work'. The skill gap studies should be able to speak on these and suggest the skill development measures which should be taken to meet the needs of the future.

## **Conclusion**

17. The framework given in this document is more advisory in nature than prescriptive, defining the areas which if covered in the skill gap studies will make them more useful for policy making and in implementation of schemes like PMKVY etc. Other than the periodicity, need to connect with line ministry, and state and district level, other information required as per this document is very desirable to have in a skill gap study. Studies have been regularly conducted by the SSCs but have been found very handy for building into policy and implementation into schemes like PMKVY, and the information which is required but not ordinarily found the skill gap studies have been discussed here for SSCs to take remedial measures.

The study may include both secondary and primary research design. The primary part would use Face to Face Interview (F2F), In-Depth Interviews (IDIs) / Key Informant Interviews (KII), Focus Group Discussions (FGDs) approach. It is suggested that through primary research the study will identify the current situation and sectoral growth trends and other economic indicators such as labor force participation, employment (including sector/ sub-sector wise employment), unemployment. Primary survey will also help to validate the data of secondary research and through secondary research the employment projection will be made considering several factors. The following suggestive steps would be taken for the study:

1. **Team Formation:** Formation of core research team & survey Team
2. **Situational Analysis:** Literature review on skill development initiatives, sector wise investment and employment, policies, aid packages and other forms of investments towards skill development in India and gathering secondary data & information from different secondary sources to facilitate the collection of primary data.
3. **Meta-analysis:** The data and methods will involve review of
  - National and International development goals and sector documents
  - Financial data on investment, FDI flow
  - Sector skill council for output and outcome assessment
  - Available skill-gap reports on estimation of manpower in different sector
  - May leverage MSDE and other Ministries data including District Skill Development Plan, Antyodaya of MoPR, etc.
  - Available industry reports done at the district and state level, for the states/districts covered under field study
  - Assignment done by non-government agencies.
4. **Research Tools & Guidelines:** Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for F2F surveys along with survey guidelines/manuals.
5. **Training of field enumerators:** Training at central place and training/capacity building of the field investigators
6. **Pilot Testing of research tools:** Mock interview and checking the quality of interview. In this phase some of the incompetent interviewers may be replaced (if any).
7. **Primary Survey:** Collecting and compiling the quality data from selected areas
8. **Quality Assurance:** High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
9. **Report generation** and PPT presentation
10. **Final Report** after incorporating feedbacks and suggestions

Additionally, the methodology may include:

- a) A representative sample size in each sector will be ensure in this propose skill gap study.
- b) **The sample size will allocate at least 400 sampling units from each sector.**

- c) **Total sample size** to be included as a part of this study should cover micro, small, medium and large enterprises.
- d) Sampling must cover **major sub-sector, target groups** and **size of industrial units**.
- e) Structure questionnaire will be designed for discussion with various stakeholders, including MSDE
- f) Focus group discussions for conduction the primary survey by using structured questionnaire.
- g) Appropriate number of FGD targeting the separately micro, small, medium and large enterprises may be administrated in each district to understand the overall industry landscape across to estimate the future employment scenario and skill requirements considering all the factors.

*During meta-analysis and field study, inputs from the concerned ministry/ department may be incorporated for fine tuning the methodology, preparation of analysis plan, listing of secondary data sources, investigator training and tool/questionnaire design.*

## Illustrative Outcome Matrix

Focus Area	Indicative Parameters	Data Collection method	Indicative Data Sources	Indicative Outcome
State & district Demographic Overview	<ul style="list-style-type: none"> <li>Land Area – Agri-land; Forest land;</li> </ul>	Secondary & Primary Research	<ul style="list-style-type: none"> <li>Census; NSSO;</li> <li>PLFS;</li> <li>Primary Survey;</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of existing infrastructure &amp; human resources</li> </ul>
	<ul style="list-style-type: none"> <li>Population – Male Population (15-40 Age Group); Female Population (15-40 Age Group)</li> </ul>			
	<ul style="list-style-type: none"> <li>Literacy rate</li> <li>Socio-economic and education status</li> </ul>			
	<ul style="list-style-type: none"> <li>Sex ratio</li> </ul>			
	<ul style="list-style-type: none"> <li>Working Population – Main worker; Marginal worker, Employment &amp; Unemployment, work participation rate</li> </ul>			
Livelihood	<ul style="list-style-type: none"> <li>Traditional livelihood opportunities with prospects for self-employment and group-employment</li> <li>Nature of employment</li> <li>Key job roles in which workers are currently employed</li> </ul>	Primary Research	<ul style="list-style-type: none"> <li>Consultations and Focus Group Discussions (FGD)</li> </ul>	<ul style="list-style-type: none"> <li>Identify the prospects for self-employment and group employment, and skilling availability and requirement</li> </ul>
NSQF alienated Job Roles & Non-NSQF Job roles	<ul style="list-style-type: none"> <li>Current Job Roles under the priority sectors/ sub-sectors within the districts</li> <li>Future job-roles, trades, and services</li> </ul>	Secondary & Primary Research	<ul style="list-style-type: none"> <li>Enterprise / Industry / associations / Cooperatives survey</li> </ul>	<ul style="list-style-type: none"> <li>Identify emerging skill requirements and incorporate them into existing training programs</li> </ul>
Economic Profile	<ul style="list-style-type: none"> <li>Gross District Domestic Product</li> </ul>	Secondary Research	<ul style="list-style-type: none"> <li>Handbook of State Economic Survey.</li> <li>State Directorate of Economics &amp; Statistics;</li> <li>State Directorate of Commerce and Industries;</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential sectors/sub-sectors</li> </ul>
	<ul style="list-style-type: none"> <li>Per capita Income</li> </ul>			
	<ul style="list-style-type: none"> <li>Sector wise contribution towards GSDP (%)</li> </ul>			
	<ul style="list-style-type: none"> <li>FDI flow &amp; investment since 2014</li> </ul>			
	<ul style="list-style-type: none"> <li>Merchandise exports</li> <li>Other macro-economic indicators</li> </ul>			
	District-wise key priority sectors:			

Focus Area	Indicative Parameters	Data Collection method	Indicative Data Sources	Indicative Outcome
Industrial Profile & skill requirement	<ul style="list-style-type: none"> <li>High-Growth Sectors with higher employment prospects &amp; Allied Sectors</li> <li>Key Industries in state</li> </ul>	Secondary Research	<ul style="list-style-type: none"> <li>Ministry of Micro, Small and Medium Enterprise (MSME);</li> <li>Commerce and Industries, Respective state Government;</li> <li>CMIE</li> </ul>	<ul style="list-style-type: none"> <li>Identify sectors/sub-segments that are expected to demand skilled manpower over the next five years</li> <li>Estimate the current demand for workforce across different segments/sub-sectors.</li> <li>Identify current and near future competences and qualification needs (core skills) and their recognition from companies and labor market in India</li> <li>Identify sector wise redundant job roles due to advancement of technology and emerging job roles require fresh skilling</li> <li>Future requirement of skilled workforce and skill requirements and gaps across job roles/sub-sectors/ segments/ clusters</li> <li>Anticipate changes in the employment patterns and future job roles and determining skills/competency standards and qualifications</li> <li>Relevance of current skill interventions, those in short duration and long</li> </ul>
	<ul style="list-style-type: none"> <li>Sector wise investment</li> </ul>			
	<ul style="list-style-type: none"> <li>Sector wise employment</li> </ul>	Secondary & Primary research	<ul style="list-style-type: none"> <li>Enterprise / Industry Survey</li> <li>In-depth interview</li> </ul>	
	<ul style="list-style-type: none"> <li>Sector wise Incremental Demand of skilled labor</li> </ul>	Primary Survey		
	<ul style="list-style-type: none"> <li>Employers' intentions towards their industry's workforces</li> </ul>	Primary Survey	<ul style="list-style-type: none"> <li>Enterprise / Industry Survey</li> </ul>	
	<ul style="list-style-type: none"> <li>Identify the basic-foundational, employment and entrepreneurial skills demands, expected by employers and entrepreneurs</li> </ul>	Primary Survey	<ul style="list-style-type: none"> <li>Enterprise / Industry Survey</li> </ul>	
	<ul style="list-style-type: none"> <li>Identify the challenges faced by enterprises operating in the sector in terms of recruitment or getting skilled resources</li> </ul>	Primary Survey	<ul style="list-style-type: none"> <li>Enterprise / Industry Survey</li> </ul>	
	<ul style="list-style-type: none"> <li>Estimate future requirement of skilled workforce across different segments/ sub-sectors /clusters</li> </ul>	Primary Survey	<ul style="list-style-type: none"> <li>Enterprise / Industry Survey</li> <li>In-depth interview</li> </ul>	

Focus Area	Indicative Parameters	Data Collection method	Indicative Data Sources	Indicative Outcome
				<p>duration skilling in meeting the skill demand</p> <ul style="list-style-type: none"> <li>Identify barriers to skill development including those not related to skilling per se</li> </ul>
Youth Aspiration & migration	<ul style="list-style-type: none"> <li>Youth aspiration around the adequacy and relevance of their education, skill development programs, present skill sets, and preparedness for the labor market</li> </ul>	Primary Survey	<ul style="list-style-type: none"> <li>Youth Survey</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of career aspiration of the youth in the state</li> <li>Evaluate opportunities for international mobility</li> </ul>
Education & Vocational and skill Training Overview	<ul style="list-style-type: none"> <li>Availability of Infrastructure; Enrollment and pass; trained &amp; certified etc.</li> <li>Incremental labor supply</li> <li>Quality of skill</li> </ul>	Secondary Research	<ul style="list-style-type: none"> <li>PMKVY;</li> <li>MLP;</li> <li>NCVT;</li> <li>Unified District Information System for Education (UDISE);</li> <li>All India Council for Technical Education (AICTE)</li> </ul>	<ul style="list-style-type: none"> <li>Outline of availability of skill infrastructure and skilled workforce across different segments/ sub-sectors</li> </ul>
Policies, Programs, Schemes, and interventions	<ul style="list-style-type: none"> <li>Existing schemes, programs, policies in skill development initiatives.</li> <li>Budgetary allocation</li> <li>Empaneled training partners</li> <li>Annual training capacity</li> </ul>		<ul style="list-style-type: none"> <li>In-depth interview</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation and strategic roadmap</li> </ul>