Bid no. REOI/NSDC/Academy/2026/77 for "Selection of Implementation Partners to Co-Invest, Establish, Operate & Manage Advanced Skilling Centers (ASC) at Higher Education Institutions (HEIs) across India ".			
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1	Revenue Model and Revenue-Sharing Mechanism	1. The EOI mentions that programme fees shall be collected from the participating institutions/students and the Implementation Partner shall receive its agreed revenue share. Kindly clarify the proposed revenue-sharing ratio between NSDC and the Implementation Partner. 2. What percentage of the total programme fee collected will be payable to the Implementation Partner? 3. Is there any indicative annual revenue expectation, minimum business commitment or assured minimum number of students/enrolments per Advanced Skilling Centre? 4. What is the expected average programme fee per candidate/course, and who will determine the final fee structure? 5. Will the Implementation Partner receive its revenue share based on actual student enrolment, fee collection, course completion or any other milestone? 6. Kindly clarify the expected annual student intake and the estimated annual gross revenue potential of one ASC under the proposed model. 7. Will NSDC provide any minimum business assurance or enrolment support to the Implementation Partner, or will the entire responsibility for mobilisation and enrolment rest with the Implementation Partner?	1. The REOI does not fix a revenue-sharing ratio. Applicants are to state their co-investment commitment and proposed revenue-sharing model in the Technical Proposal. The final ratio will be set in the Agreement based on mutual discussion. 2. Please refer to response 1. No percentage of the programme fee payable to the Implementation Partner is prescribed in the REOI. 3. NSDC does not assure any minimum business, enrolment or revenue. The Host institution gives a minimum enrolment commitment per semester (as agreed) and performance targets will be specified in the Agreement. 4. Certification is to be delivered at subsidised cost. The fee structure will be finalised by NSDC as programme owner and incorporated in the Agreement. 5. Fees are collected from students/institutions and NSDC manages invoicing, collection and disbursement of the Implementation Partner's share as per the Agreement. The share is linked to fees realised, per Agreement milestones. 6. Intake and revenue per ASC are not prescribed. They depend on the model and financials submitted by the bidder and the Host institution, and will be finalised at the Agreement stage. 7. NSDC provides no minimum business assurance. The Implementation Partner is responsible for delivery, certification and meeting Agreement targets; the Host institution provides administrative cooperation for student mobilisation.

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2	Minimum Investment and Capital Expenditure Obligations	1. The EOI indicates that NSDC and the Implementation Partner shall co-invest towards capital expenditure. Kindly clarify the exact contribution ratio between NSDC and the Implementation Partner. 2. What is the indicative minimum investment required from an Implementation Partner for establishing and operationalising one ASC? 3. Will NSDC bear the cost of laboratory equipment procurement directly, or will the Implementation Partner initially incur the expenditure and subsequently receive reimbursement? 4. Kindly provide an indicative centre-wise budget covering laboratory equipment, infrastructure, installation, commissioning and other capital expenditure. 5. Is there any minimum working capital requirement that the Implementation Partner must maintain for operating an ASC? 6. Will the Implementation Partner be required to arrange the entire operational expenditure, including trainers' salaries, campus management, systems administration, maintenance and certification expenses, until revenue is generated?	1. The contribution ratio is not fixed in the REOI. Co-investment will be as per Agreement terms; applicants state their commitment in the Technical Proposal. 2. No minimum investment is prescribed. It depends on the approved laboratory configuration and Bill of Materials for each ASC. 3. The Implementation Partner prepares the BOM; procurement of laboratory equipment is done by NSDC through approved channels. The Implementation Partner installs and commissions the equipment. The form of the Implementation Partner's co-investment will be set out in the Agreement; the REOI does not provide for reimbursement of IP-initiated procurement. 4. A centre-wise budget is not part of the REOI. The BOM and infrastructure plan are prepared per site and approved by NSDC. 5. No separate working-capital requirement is prescribed beyond the financial eligibility criteria (positive net worth and minimum average annual turnover). 6. Yes. Operational expenditure, including trainer remuneration, campus management, systems administration, maintenance and certification, is the Implementation Partner's responsibility. The REOI does not provide for advances from NSDC.

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3	OEM Certification and Technical Eligibility	1. The EOI requires OEM-certified trainers for the respective laboratories. Kindly clarify which OEM certifications and technology domains will be considered acceptable for meeting this eligibility requirement. 2. Is the OEM certification required to be issued directly by the original equipment manufacturer, or will certifications issued by authorised training partners, accredited institutions or recognised certification bodies also be accepted? 3. Will certifications from companies such as Microsoft, Cisco, AWS, Google, Siemens, Autodesk, IBM and other recognised technology/OEM providers be considered? 4. Is there a prescribed list of approved OEMs, technologies or laboratory domains for the proposed ASCs? 5. Can an applicant submit OEM partnerships or certifications at the time of bid submission and subsequently onboard additional OEM-certified trainers based on the final laboratory allocation? 6. Kindly clarify whether the minimum requirement of five OEM-certified trainers must be fulfilled across different technology domains or can be fulfilled within the same domain.	1. Trainer certifications must be current and valid and should cover emerging technology domains under the ASC programme (e.g. AI/ML, Data Science, Cloud, Networking & Cybersecurity, IoT & Industrial Automation, AR/VR, EV Technology, Semiconductor Design). 2. Certifications of the OEM or an internationally recognised Certification Body are to be submitted. The Applicant's authorisation must be from the OEM/Certification Body; certificates not backed by an OEM or recognised Certification Body will not be accepted as OEM certification. 3. Yes. Globally recognised OEMs/Certification Bodies such as those named (Microsoft, Cisco, AWS, Google, Siemens, Autodesk, IBM) will be considered, subject to the certification mapping to an ASC domain and supporting documents being submitted. The list of OEMs in the REOI is illustrative. 4. No closed list is prescribed. Domains are as indicated in the REOI; the laboratory configuration for each ASC will be approved by NSDC. 5. OEM partnerships and the trainer pool required for eligibility must be valid as on the date of submission. After award, the Implementation Partner must deploy OEM-certified trainers per laboratory as per the approved configuration. Partnerships obtained after submission will not be counted for eligibility or evaluation. 6. Trainers may be spread across different domains. No per-domain minimum is prescribed, provided the pool collectively covers the number of domains required under the eligibility criterion.

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4	Clarification Regarding Sector Experience – Lab Model Implementations at Educational Institutions	The EOI stipulates the following eligibility requirement: "The Applicant must have successfully implemented a minimum of two (2) skilling, education, or technology training engagements with Educational Institutions under the Lab Model within the last five (5) years from the date of EOI publication. Aggregate number of candidates trained under this arrangement shall be more than three thousand (3,000) students. Ongoing engagements shall be considered, provided evidence of commencement and scale is submitted." In this regard, we request clarification on the following: 1. Whether implementation experience under Samagra Shiksha, PM SHRI Schools or other Government-sponsored vocational education and skill development programmes will be considered eligible under this criterion? 2. If an organisation has been appointed as a Vocational Training Provider (VTP) and has implemented vocational education and skill development programmes in Government schools, including deployment of trainers, delivery of vocational training, practical/laboratory sessions and student assessments, will such experience qualify as a Lab Model implementation? 3. Will experience of implementing vocational education and skill development projects across multiple Government schools under a single government programme/work order be considered as two qualifying engagements, provided the applicant can demonstrate the required institutional coverage and implementation scope? 4. Can the aggregate requirement of more than 3,000	1. Experience under Government-sponsored programmes (including Samagra Shiksha and PM SHRI) will be considered if it meets the Lab Model definition and was with Higher Educationa and Educational Institutions. The source of funding alone neither qualifies nor disqualifies an engagement. 2. Only if the engagement included an OEM-enabled physical laboratory with dedicated equipment, licensed software and OEM-certified instructor-led training. Trainer deployment and vocational delivery without these elements will not qualify as Lab Model. 3. Engagements are counted on the basis of work orders/agreements submitted. A single work order is treated as one engagement; at least two qualifying engagements are required. 4. The student requirement is an aggregate across the qualifying engagements, which may span multiple institutions, provided each engagement meets the Lab Model definition and is supported by evidence. 5. Yes. Ongoing engagements are accepted with evidence of commencement and scale. The documents listed (work orders, agreements, allocation letters, deployment/attendance and training records, completion/ongoing certificates) may be submitted, together with a confirmation letter from the client institution. 6. Lab Model means on-campus delivery through OEM-enabled physical laboratory infrastructure with dedicated equipment and licensed software. Existing school laboratories or workshops qualify only if they meet these elements. 7. Yes, if the engagement was with Educational Institutions, meets the Lab Model definition and is supported by work orders, completion certificates or client letters stating scope, student volume and duration.

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		students be fulfilled across multiple schools and institutions under Samagra Shiksha or PM SHRI projects? 5. Will ongoing projects under Samagra Shiksha/PM SHRI be accepted, subject to submission of work orders, agreements, school allocation letters, deployment records, attendance records, student training data and completion/ongoing implementation certificates? 6. Does the term "Lab Model" strictly mean a separately established physical laboratory with dedicated infrastructure and equipment, or will practical vocational training delivered through existing school laboratories, workshops and designated practical training facilities also qualify? 7. Kindly clarify whether experience gained through Government departments, State Skill Development Missions, school education departments and other Government-funded educational projects will be accepted as equivalent institutional implementation experience.	

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5	Clarification Regarding Implementation Period and Centre Allocation	1. Is the seven-year engagement period applicable from the date of signing of the agreement or from the date of operationalisation of each ASC? 2. Will the Implementation Partner have the flexibility to operate more than one ASC, subject to fulfilment of eligibility and resource requirements? 3. Will the applicant be permitted to indicate preferred geographical locations, including Jammu & Kashmir and other regions, during the allocation process? 4. Kindly clarify whether the host Higher Education Institution will be identified by NSDC or whether the Implementation Partner will be required to identify and onboard eligible institutions independently.	1. The engagement period is seven (7) years from the Effective Date, i.e. the date on which the Agreement between NSDC and the Host institution and the back-to-back Agreement between NSDC and the Implementation Partner are both executed. Continuation is subject to annual performance review. 2. Yes. The Implementation Partner may be responsible for one or more ASCs, subject to eligibility, capacity and NSDC approval. The number and locations of ASCs will be finalised at the Purchase Order/Agreement stage. 3. Applicants may indicate preferred locations. Allocation of locations will be at NSDC's discretion. 4. NSDC will identify the Host HEI/EI and carry out due diligence and engagement. The Implementation Partner will carry out site assessment and facilitate execution of the agreements.
6	Clarification Regarding Performance Bank Guarantee	The EOI mentions a Performance Bank Guarantee equivalent to 5% of the total contract/PO value, including applicable taxes. Kindly clarify whether the PBG will be calculated separately for each ASC allocated to the Implementation Partner or on the cumulative value of all centres awarded under the agreement. We request NSDC to kindly provide point-wise clarifications to the above queries and, wherever applicable, issue the relevant clarification or amendment through the official pre-bid clarification process.	This REOI is for the selection of an Implementation Partner. The PBG will be applicable only in the event a Purchase Order is issued.This caluse is not applicable hence a corrigendum is issued.
7	Financial term & Performance Bank Guarantee	Please share your Financial Terms with ROI for Invested and 5% Bank Grantee	This REOI is for the selection of an Implementation Partner for ASCs. The number of ASCs to be established will depend on the model and financials submitted by the bidder, and will be finalised at the time of the Purchase Order/Agreement.This caluse is not applicable hence a corrigendum is issued.

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8	A. Eligibility and Technical Requirements	1. The eligibility criteria require a minimum pool of five OEM-certified trainers on the applicant's rolls. Please clarify whether trainers certified by recognised industry certification bodies, universities, professional institutions or other nationally recognised agencies can also be considered, provided they possess relevant domain expertise in emerging technologies. Can trainers engaged in NSQF-aligned vocational education, school-based IT/ITES, STEM, robotics, coding, AI and other technology-enabled learning programmes be considered, subject to relevant OEM or certification credentials? 2. Considering that the company operates at a revenue scale of ₹2,000 crore+ and has made significant investments over the past several years in technology platforms, learning infrastructure, content development, academic partnerships and the expansion of its education ecosystem. Given the company's substantial revenue base, established business operations and demonstrated execution capabilities, could this financial performance be considered favourably when assessing the positive net-worth eligibility criterion. Alternatively, we would like to explore whether NSDC could consider any permissible alternatives. These strategic, long-term investments and growth initiatives have impacted the company's reported profitability and net-worth position. Accordingly, during the last three financial years, the company reported positive results in one year and negative results in the other two.	1. The pool must consist of trainers holding current, valid certification from an OEM or an internationally recognised Certification Body in the ASC technology domains. Certification issued by a university, professional institution or other agency that is not an OEM/recognised Certification Body will not be treated as OEM certification, and domain expertise alone does not substitute for it. Trainers engaged in NSQF-aligned, school IT/ITES, STEM, robotics, coding, AI or similar programmes can be counted only if they hold such valid OEM/Certification Body credentials, supported by the trainer list and HR self-certification. 2. A positive net worth and the prescribed minimum average annual turnover are mandatory eligibility criteria, to be evidenced through audited financial statements/CA-certified statements. Turnover or revenue scale cannot be offered in place of net worth, and the REOI does not provide any relaxation or alternative. Applicants not meeting any eligibility criterion will not be evaluated technically.Additionally ,selection of the plan will be based on the model submitted an proof of concept.

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9	B. Infrastructure and Investment	4. What is the indicative capital expenditure per ADC, and what is the proposed investment-sharing ratio between NSDC and the Implementation Partner? 5. Please clarify the respective responsibilities of NSDC and the Implementation Partner regarding procurement, installation, ownership and replacement of laboratory equipment. 6. Please provide prescribed Bill of Materials (BOM), infrastructure specification or indicative lab configuration that bidders should consider while preparing their proposals? 7. What is the expected number of ADC's and the proposed geographical coverage under the initial phase?	4. No capital expenditure figure or sharing ratio is fixed in the REOI. Applicants are to state their co-investment commitment in the Technical Proposal; the investment-sharing ratio will be finalised in the Agreement. 5. The Implementation Partner prepares the Bill of Materials; NSDC procures the laboratory equipment through approved channels. The Implementation Partner installs and commissions it, submits the Asset Register, and is responsible for maintenance, insurance and safeguarding of assets. Equipment procured by NSDC is NSDC-owned and is returned to or redeployed by NSDC at exit. Replacement arrangements will be set out in the Agreement. 6. No BOM or fixed lab configuration is prescribed. The Implementation Partner proposes the laboratory configuration, domains and BOM for each site, subject to NSDC approval. 7. The number of ASCs will depend on the model and financials submitted by the bidder. ASCs will be established at HEIs/EIs across India; Applicants may indicate preferred locations.
10	C. Commercial and Revenue-Sharing Model	9. Please clarify the proposed revenue-sharing mechanism and whether the revenue share will be calculated on gross programme fees or net collections. 10. Is there an indicative student programme fee or fee range prescribed by NSDC? 11. What is the expected payment/disbursement cycle for the Implementation Partner's revenue share after collection of fees by NSDC? 12. Will there be a minimum annual student enrolment commitment for each participating school? If the committed enrolment is not achieved, how will the financial impact be addressed?	9. Fees are collected from students/institutions, and NSDC manages invoicing, fee collection and disbursement of the Implementation Partner's share as per the Agreement. The ratio and the basis of calculation (gross programme fee or net collections) will be specified in the Agreement/Payment Schedule; the revenue-sharing model proposed by the applicant forms part of the Technical Proposal. 10. No fee or fee range is prescribed in the REOI. Certification is to be delivered at subsidised cost, and the fee structure will be finalised by NSDC and incorporated in the Agreement. 11. The disbursement cycle will be specified in the Agreement/Payment Schedule. 12. The Host institution gives a minimum student enrolment commitment per semester (as agreed). Enrolment and other performance targets will be specified in the Agreement, and the consequences of a shortfall will be addressed in the Agreement, including through the Performance Improvement Plan mechanism. NSDC does not assure minimum business.

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11	D. Operations and Performance	13. Please confirm whether one Campus Manager and one Systems Administrator are mandatory at every school, irrespective of the number of laboratories. 14. Please share the prescribed annual performance targets for enrolment, attendance, certification and placement, wherever applicable. 15. Please clarify the applicable liquidated damages rate, calculation methodology and maximum liability for delays in operationalisation. 16. Can delays attributable to school readiness, approvals, infrastructure availability or other dependencies outside the Implementation Partner's control be excluded from the liquidated damages calculation?	13. Yes. One Campus Manager (Key Expert K1) and one Systems Administrator are preffered per ASC, irrespective of the number of laboratories. In addition, a minimum of one OEM-certified trainer per laboratory is required, and the Implementation Partner may propose an enhanced team. Furthermore basis on the model and mutual agreement this may be modified. 14. Targets for enrolment, certification, attendance and placement will be specified in the Agreement. Placement assistance is to be provided for a minimum agreed percentage of certified students per cohort. These are not prescribed in the REOI and will be shared with the selected Implementation Partner at the Agreement stage. 15. A delay in operationalisation beyond thirty (30) days from the agreed commissioning date attracts liquidated damages at the rate specified in the Agreement. The rate, calculation method and maximum cap will be specified in the Agreement. 16. Installation and commissioning is to be completed within 30 days of receipt of equipment at the campus. Delays not attributable to the Implementation Partner (such as site or infrastructure readiness, or Host/NSDC dependencies) will be considered under the Agreement on written notice with supporting evidence; relief will be as provided in the Agreement.

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12	E. Contractual and Other Clarifications	18. In the event of termination at convenience by NSDC, will the Implementation Partner be compensated for unamortised capital investment and committed operational expenditure? 19. Please clarify the applicable record-retention period, as the Terms of Reference and Clause 8.1 of the draft agreement appear to prescribe different periods. 20. Please clarify the ownership and usage rights of curriculum, learning content, software and digital platforms developed or deployed by the Implementation Partner.	18. NSDC may terminate for convenience on ninety (90) days' written notice, with equitable compensation for work satisfactorily performed up to the termination date, determined as per the Agreement. Treatment of unamortised investment and committed expenditure will be as provided in the Agreement. 19. Records must be maintained for the engagement period and for seven (7) years thereafter, as per the Terms of Reference. The Agreement will be read consistently with this period, and any discrepancy will be corrected through a corrigendum. 20. Data, information and formats collected or created for the assignment are the property of NSDC. NSDC holds perpetual, exclusive rights to use the Deliverables for its business, and other rights in the Deliverables remain with or are assigned to NSDC. The Implementation Partner's pre-existing Knowledge Base remains its own, with a non-exclusive licence to NSDC as per the Agreement. Third-party/OEM content is governed by the applicable OEM licence terms.