Government of India
Ministry of Ports, Shipping and Waterways

India Ship Technology Centre

REQUEST FOR PROPOSAL

For Hiring a Professional Agency for

Conducting Skill Gap Study (2027-32)

AND

Developing Skill Plan (2027-32)

for

Indian Shipbuilding & Ship Repair Sector

28.07.2026

INDIA SHIP TECHNOLOGY CENTRE
Website: https://istcindia.org/

MINISTRY OF PORTS, SHIPPING AND WATERWAYS
Website: https://shipmin.gov.in/

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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 India Ship Technology Centre (ISTC) 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 ISTC 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.

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.

ISTC accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on law expressed herein. ISTC, 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, for any loss, damages, cost or expense which may arise from or be incurred on account of anything contained in this RFP.

The issue of this RFP does not imply that ISTC is bound to select a Bidder or to appoint the Selected Bidder for the Project, and ISTC 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. ISTC shall not be liable in any manner whatsoever for such costs regardless of the conduct or outcome of the Bidding Process.

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.

Proposals 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 result in rejection or adverse evaluation of the proposal.

Amendments/Corrigendum, if any, shall be communicated by publishing only on the ISTC website istcindia.org Agencies shall be solely responsible for ensuring that any subsequent corrigendum/addendum issued by ISTC is downloaded and incorporated in the documents while preparing and submitting proposals.

The Proposal shall be submitted to ISTC in both soft copy and hard copy formats. The soft copy (Password Protected) of the technical bid in the prescribed order of the Proforma of Submission along with all the credentials specified shall be emailed to **ceo@istcindia.org** before the closing time. The subject line of the email shall clearly mention the enquiry number and the title "Proposal for conducting the Skill Gap Study (2027-32) and developing the Skill Plan (2027-32) for the Indian Shipbuilding & Ship Repair Sector under ISTC."

The sealed proposal (Separate Technical and Financial Bids), superscribing the enquiry number, the last date for receipt of the bid, and the title " Proposal for conducting the Skill Gap Study (2027-32) and developing the Skill Plan (2027-32) for the Indian Shipbuilding & Ship Repair Sector under ISTC ", shall be submitted to the following address by registered/speed post or courier:

Chief Executive Officer,
India Ship Technology Centre,
Training Institute Building,
Cochin Shipyard Ltd.,
Perumanoor Post, Kochi –682015
Kerala, India

2. GLOSSARY

Sr. No.	Abbreviation	Full Form
01.	CEO	Chief Executive Officer
02.	DAE	Department of Atomic Energy
03.	GoI	Government of India
04.	INR	Indian Rupee – legal tender currency of India
05.	IPR	Intellectual Property Rights
06.	ITI	Industrial Training Institute
07.	LLP	Limited Liability Partnership
08.	LMS	Learning Management System
09.	MC	Model Curriculum
10.	MoPSW	Ministry of Ports, Shipping & Waterways
11.	ISTC	India Ship Technology Centre
12.	NCVET	National Council for Vocational Education & Training
13.	NOS	National Occupational Standards
14.	NQR	National Qualification Register
15.	NSDC	National Skill Development Corporation
16.	NSQF	National Skill Qualification Framework
17.	OEM	Original Equipment Manufacturer
18.	PEC	Proposal Evaluation Committee
19.	PSC	Project Steering Committee
20.	QF	Qualification File
21.	RFP	Request for Proposal
22.	SSC	Sector Skill Council
23.	SSDM	State Skill Development Mission
24.	T&M	Training & Methodology
25.	TVET	Technical and Vocational Education and Training

3. BACKGROUND OF MOPSW AND THE SHIPBUILDING SECTOR

3.1 Ministry of Ports, Shipping & Waterways (MOPSW)

Maritime Transport is a critical infrastructure for the social and economic development of a country. It influences the pace, structure, and pattern of development. The Ministry of Ports, Shipping, and Waterways encompass within its fold ports, shipping, and waterways sectors which include Shipbuilding and Ship-repair, Major Ports, National Waterways, and Inland Water Transport.

Ministry of Ports, Shipping and Waterways has been entrusted with the responsibility to formulate policies and programs on these subjects and their implementation. A comprehensive policy package is necessary to address the diverse issues facing the Maritime transport sector.

The capacity of the ports in terms of their berths and cargo handling equipment needs to be vastly improved to cater to the growing requirements of overseas trade. The Ports, Shipping, and Waterways industries need to be enabled to carry higher shares of the sea-borne trade in indigenous bottoms. Historically, investments in the transport sector, particularly in the ports, have been made by the States mainly because of the large volume of resources required, long gestation periods, uncertain returns, and various externalities, both positive and negative, associated with this infrastructure.

However, the galloping resource requirements and the concern for managerial efficiency and consumer responsiveness have led to the active involvement of the private sector in infrastructure services in recent times. To encourage private participation, the Ministry of Ports, Shipping and Waterways has laid down comprehensive policy guidelines for private sector participation in the Ports sector.

3.2 India Ship Technology Centre

India Ship Technology Centre (ISTC) shall be the apex body, responsible for the overall development of the capabilities of the Indian Shipbuilding & Offshore sector. It shall act as a common platform for the shipbuilding industry by providing access to common facilities including Ship design, Software, Research and Development, including participation from industry and educational institutions. It will also oversee the regional capability development centres, which may need not necessarily to be set up in the greenfield clusters and may be set up at other locations as well.

The India Ship Technology Centre (ISTC) has been incorporated as a Section 8 non-profit company under the Ministry of Ports, Shipping and Waterways (MoPSW), Govt. of India. ISTC has its registered office in Kochi.

3.3 India's Shipbuilding & Ship Repair Sector

India's shipbuilding and ship repair industry is a critical component of the nation's maritime economy and a key enabler of its Blue Economy vision. India has over 7,500 km of coastline, more than 200 ports, and is strategically positioned on some of the world's busiest shipping routes. The sector encompasses merchant shipbuilding, warship construction, offshore vessel fabrication, inland vessel construction, and comprehensive ship repair and dry-docking services.

The Government of India's Maritime India Vision 2030 and the Maritime Amrit Kaal Vision 2047 set ambitious targets to position India among the top 10 global shipbuilding nations and significantly increase the country's share in global ship repair and recycling. Additionally, policies such as the Sagarmala Programme, the Shipbuilding Financial Assistance Policy (SBFAP), and preferential treatment for indigenously built vessels are catalysing significant growth in domestic shipbuilding capacity.

The sector is characterised by four broad sub-sectors: (i) Shipbuilding – including merchant, defence/naval, offshore, and inland vessels; (ii) Ship Repair & Dry-docking; (iii) Ship Recycling; and (iv) Marine Equipment Manufacturing & Ancillary Services. The sector also increasingly intersects with emerging areas such as green shipping, LNG-fuelled vessels, hydrogen propulsion systems, autonomous and remotely operated vessels (ROVs/USVs), and digitalised shipyard operations.

Key objectives of this initiative include developing a robust Skill Plan for the period 2027-32 to support the sector's growth ambitions, align workforce development with national maritime missions, and address existing and emerging skill gaps through a comprehensive, data-driven study.

3.4 Key Objectives of ISTC for this Initiative

- To conduct a comprehensive skill gap study across all sub-sectors of shipbuilding and ship repair in India
- To develop National Occupational Standards (NOS) and Qualification Files (QF) aligned to industry needs and the NSQF
- To identify emerging job roles driven by technological change, green shipping, and maritime digitisation
- To create a roadmap for skilling, reskilling, and upskilling of the maritime workforce for 2027-32 and beyond
- To align skill development interventions with Maritime India Vision 2030 and Amrit Kaal Vision 2047
- To attract, train, and certify a pool of skilled trainers, assessors, and training providers for the sector
- To identify the existing on the job training facilities for various skills for Shipbuilding, ship repair and ship recycling aligning with requirements to bridge the gap.

4. PRIMARY OBJECTIVES OF THE WORK

ISTC intends to develop a new Skill Plan for 2027-32 for the Shipbuilding & Ship Repair sector in India, based on the findings of a comprehensive, evidence-based skill gap study. The study shall cover all leading shipyards, major ship repair facilities, marine equipment manufacturers, ancillary units, shipping companies, maritime training institutions, and relevant government agencies across the nation.

The study shall also factor in the objectives of the National Maritime Development Programme (NMDP), Maritime India Vision 2030, and related national missions such as the Green Hydrogen Mission, Make in India for defence shipbuilding, and the Sagarmala connectivity programme, insofar as they have a bearing on employment and skill requirements in the maritime sector.

4.1 Key Study Objectives

- District/cluster-wise (with special focus on coastal areas) and shipyard-wise assessment of existing and required maritime skills
- Understanding the skill development ecosystem and the relevance of current curricula to industry requirements
- Identifying government schemes on skill development, their awareness, and challenges among sector stakeholders
- Assessing startup potential and self-employment opportunities in the maritime ecosystem
- Identifying steps to bridge current and projected future skill gaps
- Providing job-role-wise skill gap data across sampled shipyards and geographies
- Identifying emerging roles driven by digitalisation, automation, green shipping, and naval modernisation
- Evaluating the impact and effectiveness of online versus physical/on-the-job training in the sector
- Evaluating the existing on the job training facilities to develop skills for Shipbuilding, ship repair and ship recycling.

4.2 Study Outputs

The study shall include creation of a model framework supported by an IT-enabled data collection and analysis mechanism/software/programme that requests and records employment data from pre-identified shipyards and stakeholders at predefined intervals in terms of skilled/trained manpower availability (NSQF and non-NSQF, gender diversity), and future skilled manpower requirements.

Based on the data and information gathered, the following two primary outputs shall be prepared:

- Skill Gap Report (2027-32): covering manpower demand, supply and gap projections for 2027-32, with extrapolation to 2047, and identifying best practices in the sector.
- Skill Plan (2027-32): outlining future strategies and action plans for stakeholders to address human resource requirements, create employment, and provide a roadmap for training, certification, and integration with national frameworks.

4.3 Major Stakeholders of the Study

- Ministry of Skill Development & Entrepreneurship (MSDE) and its affiliated bodies
- Ministry of Ports, Shipping & Waterways (MoPSW)
- Ministry of Defence (for naval and defence shipbuilding)
- State & District Administrations (in major shipbuilding states)
- Major Shipyards – Public sector (Cochin Shipyard, Mazagon Dock, GRSE, Hindustan Shipyard, etc.) and Private sector (L&T Shipbuilding, ABG Shipyard, etc.)
- Ship Repair Facilities and Dry-Docks
- Ship Recycling Yards (Alang, Sosiya, etc.)
- Marine Equipment Manufacturers and OEMs
- Inland Vessel Builders and Operators

- Shipping Companies and Port Trusts
- Maritime Training Institutes (IMU, MERI, T.S. Chanakya, etc.) and Engineering/Polytechnic Colleges
- Industrial Training Institutes (ITIs) offering relevant trades
- Skill Development Trainers and Assessors in the maritime domain
- NSDC, NCVET, and relevant SSCs (e.g., Automotive, Electronics, etc.) whose job roles overlap with maritime
- Any other agency/institute/body as per the needs of the study

5. SCHEDULE FOR INVITATION OF RFP

Sl. No.	Particulars	Details
01.	RFP Document No.	ISTC / TCB / TD / 01 / 2026-27
02.	Name of the RFP	Skill Gap Study and Skill Plan (2027-32) for the Indian Shipbuilding & Ship Repair Sector
03.	RFP can be viewed on	Website: https://istcindia.org/
04.	Cost of RFP document	NIL
05.	Name and address for submission of proposal	The Chief Executive Officer, ISTC
06.	Date of Release of RFP	28.07.2026
07.	Mode of RFP Submission	Technical bid Soft Copy (password protected) to be mailed to : ceo@istcindia.org Hard copy to be submitted to ISTC office by speed post.
08.	Bidding Type	Two-bid system –Technical and Financial Bids to be submitted Separately
09.	Last Date for submission of Pre-bid Queries	04.08.2026, 5:00 PM IST; to be mailed to info@istcindia.org with subject line: "Query – RFP for Skill Gap Study (Shipbuilding 2027-32)"
10.	Pre-bid Meeting	07.08.2026, 02:30 PM IST (Online Mode)
11.	Last Date for submission/receipt of RFP	28.08.2026 before 04:00 PM IST
12.	Technical Bid Opening Date	31.08.2026 at 11:00 AM IST
13.	Presentation by Bidders qualifying Eligibility & Part-1 of Technical Evaluation	08.09.2026
14.	Opening of Financial Bids	15.09.2026 at 11:00 AM IST
15.	Award of Contract	01.10.2026
16.	Proposal Validity Period	180 days from the last date of RFP submission
17.	Name of the Nodal Officer	Shri. Opesh Kumar Sharma, Director, MoPSW dir2-psw@gov.in

Note: ISTC 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 any corrigendum published on the ISTC website https://istcindia.org/.

6. REQUEST FOR PROPOSAL (RFP)

Project Title: Request for Proposal for hiring a professional agency for conducting the Skill Gap Study (2027-32) and developing the Skill Plan (2027-32) for the Indian Shipbuilding & Ship Repair Sector.

Date of Release: 28.07.2026

Last Date of Submission: 28.08.2026 Time: 04:00 PM (IST)

ISTC intends to finalise an agency for providing the services as outlined in this document under the scope of work. ISTC looks forward to receiving proposals from interested Bidders in accordance with the Two-Bid System i.e., Technical & Financial proposals.

Please note that if ISTC receives fewer than three bids, ISTC may extend the bid submission date, decide to open the bid(s), or cancel the RFP, as per the decision of ISTC. ISTC reserves the right to reject any or all proposals without assigning any reason.

ISTC shall evaluate all responses and supporting documentary evidence. Inability to submit requisite supporting documents shall cause the proposal to be rejected. The decision of ISTC shall be final, and no correspondence will be entertained in this context.

6.1 General Definitions & Instructions

6.1.1 Definitions

a) "MOPSW" means the Ministry of Ports, Shipping and Waterways, having its office at Parivahan Bhavan, 1 Parliament Street, New Delhi-110001.

b) "Client" means ISTC, the implementing authority that signs the Contract for the Services with the Selected Agency.

c) "Agency" means a legally established professional firm, consultant, or entity that may provide the services to the Client under the Contract.

d) "Contract" means a legally binding written agreement signed between ISTC and the Agency.

e) "Services" means the work to be performed by the Selected Agency pursuant to the Contract, as specified in the Scope of Work.

f) "Governing/Applicable Laws" means all laws, legislations, statutes, rules, directives, ordinances, notifications, regulations, and orders of any court, tribunal, or regulatory/quasi-judicial body applicable to either ISTC or the Bidder.

g) "RFP" means this Request for Proposal prepared by ISTC for the selection of an agency.

h) "Bid/Tender Documents" means documents issued by ISTC vide RFP Document No. ISTC / TCB / TD / 01 / 2026-27 for engagement of a professional agency to conduct the Skill Gap Study (2027-32) and develop the Skill Plan (2027-32) for the Shipbuilding & Ship Repair Sector, including any modifications, amendments, or corrigenda.

i) "Bid" means the documents submitted by a Bidder pursuant to this Bid document, including Technical & Financial Bids, submitted separately and strictly in the formats provided along with this document.

j) "Bidder" designates the legal entity that has made a proposal/bid with the aim of concluding a Contract/MOU with ISTC.

k) "Pre-bid Meeting" means a meeting held for clarifications on the RFP document as per the schedule indicated herein.

l) "Financial Year" means the 12-month period from 1st April to 31st March corresponding to audited annual accounts.

m) "Shipyard" means any facility engaged in the design, construction, conversion, repair, refit, or scrapping of vessels of any kind.

n) "Green Shipping" refers to environmentally sustainable practices in vessel design, fuel use, and shipyard operations, including LNG, hydrogen, ammonia, and battery-electric propulsion systems.

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 ISTC under the Contract.

ii. The Agency is required to provide professional, objective, and impartial advice, always holding the Client's interest paramount, strictly avoiding conflicts with other assignments or its own corporate interests.

iii. The Agency has an obligation to disclose to ISTC any situation of actual or potential conflict that impacts its capacity to serve the best interests of the Client. Failure to disclose may lead to disqualification of the Agency and/or termination of its Contract and/or blacklisting.

6.1.3 Corrupt and Fraudulent Practices

All actions towards award and implementation of this Contract must be fair, consistent, transparent, and based on the highest standards of ethics. "Corrupt Practice" means offering, giving, receiving, or soliciting anything of value to influence the actions of ISTC officials in the procurement process. "Fraudulent Practice" means misrepresentation of facts to influence a procurement process or contract execution, including collusive practices to establish artificial bid prices.

i. ISTC may reject any proposal if it determines that the Agency has engaged in corrupt or fraudulent practices in competing for the Contract.

ii. ISTC may cancel a portion of allocated funds if corrupt or fraudulent practices are detected during execution.

iii. An Agency may be declared ineligible, either indefinitely or for a stated period, if ISTC determines at any time that the firm has been engaged in corrupt or fraudulent practices.

6.1.4 Eligibility to Submit a Proposal

- Bidders must be a legal entity duly incorporated under Indian law and in existence for at least five years in India.
- Must possess a valid Permanent Account Number (PAN) from Income Tax authorities.
- The following entity types are eligible to participate:
  - Company (Private or Public) – attach Certificate of Incorporation and Memorandum & Articles of Association
  - Registered Partnership Firm – attach Registration Certificate and Deed of Partnership
  - Registered Society/Trust – attach Registration Certificate
- Bidding in the form of a Consortium or Joint Venture (JV) is NOT permitted.
- Sub-letting of the assignment in any form is strictly prohibited. The Bidder is solely responsible for end-to-end implementation of the scope of work.

6.1.5 Resolution of Disputes

a. Any dispute arising between the parties in connection with the validity, interpretation, implementation, or alleged material breach of any provision of the Contract shall first be resolved amicably.

b. Any dispute not resolved amicably within 30 days from the date of last written communication shall be referred to a mutually agreed independent sole arbitrator in accordance with the Arbitration and Conciliation Act, 1996. The place of arbitration shall be New Delhi.

c. All legal proceedings arising out of or relative to this Contract shall lie only in the Principal Court of Competent Civil Jurisdiction at New Delhi.

d. This Contract shall be governed by the laws of the Union of India.

6.1.6 Force Majeure

a. "Force Majeure" means any event or circumstance beyond the control of the Selected Agency that is unforeseeable and unavoidable, including but not limited to war, riots, earthquake, fire, flood, epidemic, strikes (not within the Agency's control), or Government actions.

b. If a Force Majeure situation arises, the Selected Agency shall notify ISTC in writing within 15 days of occurrence of such event and shall continue to perform obligations as far as reasonably practicable.

c. If the performance of any obligation is prevented or delayed by Force Majeure for more than 30 days, either party may terminate the Contract without financial repercussion.

6.2 Scope of Work

The study shall cover all sub-sectors of the Shipbuilding & Ship Repair sector. For the purpose of this study, coverage shall include but not be limited to:

- Shipbuilding – Merchant vessels, Naval/Defence vessels, Offshore vessels, Inland/River vessels, Fishing vessels, and Barges
- Ship Repair & Dry-docking – All types of vessels including routine maintenance, conversion, and refit
- Ship Recycling – Including green ship recycling practices at major recycling centres (e.g., Alang-Sosiya)
- Marine Equipment Manufacturing – Propulsion systems, navigation equipment, deck machinery, marine electrical, piping, and outfitting
- Ancillary & Support Services – Logistics, transportation, steel fabrication, painting, insulation, scaffolding, quality inspection, and HSE
- Green & Future Shipbuilding – LNG-powered vessels, hydrogen propulsion, battery-electric systems, autonomous/remotely operated vessels
- Inputs from key stakeholders including MoPSW, Ministry of Defence, Ministry of Labour & Employment, NSDC, NCVET, DGMS, DGS (Directorate General of Shipping), major shipyards, IMU, and key research institutes
- Evaluation of existing on the job training facilities in the sector and how to augment the capacity building facilities for skilling shall also be part of the scope of work.
- Alignment with national programmes including Maritime India Vision 2030, Amrit Kaal Vision 2047, Sagarmala, Make in India, and the National Green Hydrogen Mission, insofar as they affect employment and skill requirements in the sector

6.2.1 Socio-economic & Labour Market Profile

The study shall include a detailed analysis of socio-economic and demographic factors including population, urbanisation, overall and female literacy, healthcare indices, vocational education, dropout rates, per capita income, labour force participation, worker participation rates, and migration patterns relevant to the maritime workforce.

6.2.2 Current Industry Overview and Labour Market Trends

- Key guiding frameworks, sectoral definitions, and industry standards for the study
- Geographic and economic overview of Indian shipbuilding clusters and their competitiveness
- Regulatory environment – DGS, IRS (Indian Register of Shipping), DGMS, Bureau Veritas, Lloyd's Register, and applicable legislation
- Labour market patterns – employment levels, geographic distribution, migration, demographic and workforce characteristics
- Key skill development initiatives by Central/State governments and industry
- Skill mismatches and wage differentials
- Impact of AI, automation, robotics, digitalisation, and green technology on shipyard jobs
- Anticipated investments and projects up to 2030 and their projected effect on labour and skill demand

6.2.3 Situational Analysis – Critical Success Factors in Bridging the Skill Gap

- Maritime educational infrastructure (IMU, MERI, T.S. Chanakya, marine engineering colleges) – capacity, quality, geographic distribution, and challenges
- Evaluation of employability of institute graduates and their alignment with shipyard requirements
- Assessment and Certification (NSQF and non-NSQF) – capacity, key organisations, occupations, and challenges
- Overseas employment opportunities for Indian maritime workers – geographies, certifications (STCW, etc.), key employers

- Standard operating procedure for ensuring relevance of qualification files in rapidly changing technology environments
- Future occupations anticipated with rapid technology changes (robotics, autonomous systems, digital twins, smart shipyards)
- Existing mechanisms to encourage training providers for maritime-specific occupations
- Skills required for green shipping, LNG bunkering, offshore renewable energy installation, and ship recycling
- Assessment of current policies and regulatory framework for skilling and training in the sector

6.2.4 Ancillary and Support Sectors Employment Potential

- Enlisting all ancillary sectors, organisations, and job roles/occupations that support shipbuilding activities
- Factors influencing HR demand and supply in ancillary sectors
- Key geographic clusters where employment in ancillary sectors is driven by shipbuilding operations
- Assessment of employment potential in ancillary sectors attributable to shipbuilding activities
- Identification of skilling needs in ancillary sectors
- Focus on existing training facilities to create employment ready persons to bridge the skill gap. The Training facilities must be including Hostels, Digital Classrooms, Laboratories and Workshops.

6.2.5 Sub-sector Deep Dives

- Merchant Shipbuilding – Policy landscape, major shipyards, production volumes, employment profile, skilling scenarios
- Naval/Defence Shipbuilding – DPP policy framework, defence shipyard operations, skilled workforce requirements
- Ship Repair & Dry-docking – Capacity, major facilities, employment, training provisions
- Ship Recycling – Status of green recycling, regulatory compliance (Hong Kong Convention), workforce profile, and upskilling needs
- Inland Waterways Vessel Construction – National Waterways authority, IWT Policy, key operators and builders
- Marine Equipment Manufacturing – Domestic capacity, import dependency, local skill requirements
- Green & Future Shipbuilding – LNG/hydrogen/ammonia/electric propulsion, autonomous vessels, digital shipyard operations

6.2.6 Human Resource and Skill Requirement Forecast (2027-32)

- Forecast to be developed under two scenarios: Conservative (based on current trends and as-is state) and Expansionary (based on policy/regulatory shifts, new programmes, and market growth)
- Sub-sector-wise HR demand forecast – organised and unorganised, NSQF level-wise, primary and ancillary
- HR supply forecast – education and experience levels, primary and ancillary sectors
- Hiring requirement forecast for Indian shipbuilding sector – key organisation-specific data where available
- Identification of mismatches between current workforce skills and employer requirements
- Skill requirements for green shipping and new-age maritime technology roles
- Future skills needed due to digitalisation, automation, and global competitiveness requirements

6.2.7 Skill Plan (2027-32) – Strategic Roadmap and Action Plans

- Identification and prioritisation of top challenges across structural, financial, institutional, and employment dimensions
- Stakeholder consultations and expert interviews for preparing the roadmap
- Development of a stakeholder category-wise 6-year action plan (GoI/Central Ministries, State governments, shipyards, NSDC/NCVET, Academia, etc.)
- Key policy and regulatory changes, amendments, and collaborations recommended

- Strategy for developing a future-ready maritime workforce aligned with Maritime India Vision 2030 and Amrit Kaal Vision 2047
- Recommendations to address skill gaps with specific interventions
- Sub-sector-wise skill gaps – demand versus supply (qualitative and quantitative)
- In-demand job roles sub-sector wise including NSQF levels
- Infrastructure improvements and training methodology updates required
- Recommendations for skill development and support for migratory maritime workers and overseas skilled workers
- Framework for establishing Centres of Excellence (CoEs) for green shipbuilding and advanced maritime technology
- Recommendations for creation/revision of National Occupational Standards (NOS) and Qualification Files (QF) for new/emerging job roles
- Any other aspects incidental to this study

6.2.8 IT-Enabled Data Collection Framework

- Identification of data points and information areas required for the study, including optimal frequencies for data capture
- Transformation of the finalised framework into an IT-enabled mechanism with relevant software/programme support for self-analysis and automated report generation
- Data standardisation – survey data to be captured and stored in standard formats (e.g., SPSS/STATA/equivalent) for structured analysis
- Any other IT-based requirements incidental to this study

6.3 Sampling Information

The Agency shall design a robust sampling plan covering youth, employers, industry associations, training service providers, government departments, labour and skill development departments, and educational institutions (Technical and Higher Education) in the form of qualitative, quantitative, focus group discussions, and detailed interviews.

Sampling shall cover all major shipbuilding and ship repair clusters across India, with special focus on key states listed in Annexure-1. The sample size must adequately represent the population, all sub-sectors, all relevant government and private bodies, industries, and stakeholders covered by the study.

The quantitative survey shall be the core of the study and shall assess the magnitude of each study indicator. Some indicative challenges identified in the sector that the survey should address include:

- Lack of standardised training programmes for trades specific to shipbuilding and ship repair
- Limited integration of Industry 4.0 skills (robotics, welding automation, digital twin, IoT) in maritime training
- Absence of NSQF-aligned courses for many emerging shipyard roles
- Insufficient practical infrastructure at maritime ITIs and polytechnics
- Lack of dedicated Centres of Excellence for green shipbuilding and offshore technology
- High attrition and low attractiveness of the maritime trades for youth
- Limited awareness of overseas career opportunities in maritime for skilled Indian workers
- Absence of recognition of prior learning (RPL) pathways for experienced shipyard workers
- Inadequate representation of women in the maritime workforce

The indicative sample size for the Quantitative Survey is as follows:

Broad Category	Sample Size (Nos.)	Definition
Shipyards, Ship Repair Facilities, OEMs, Recyclers & Ancillary Units	800	Comprising micro, small, medium, and large shipyards, repair yards, marine equipment manufacturers, recyclers, and associated industry/service providers
Shipyard Personnel and Workmen	300	Including various levels of executive and non-executive workforce across all sub-sectors
Youth (Age 15-35 years)	200	From rural, urban, and semi-urban areas across shipbuilding states; literate and semi-literate; both genders; from schools and colleges
Government Departments	50 (1-2 officials from each)	Officials from MoPSW, MSDE, MoD (DDP), Ministry of Labour, DGS, IRS, NSDC, NCVET, DGT, AICTE, UGC, SSDMs, etc.
Maritime Educational Institutions	80 Institutions	IMU, MERI, T.S. Chanakya, Marine Engineering Colleges, ITIs, Polytechnics, Skill Training Institutes, Engineering Colleges with Shipbuilding/Marine Engineering programmes

6.4 Project Timelines & Deliverables

The time schedule for important deliverables to be submitted to ISTC is as follows:

Sl. No.	Timeline	Deliverables
1	T + 1 Month	• Kick-off stakeholder workshops to finalize boundaries and methodology of study • Creation of a model framework supported by an IT-enabled data collection mechanism • Approved inception report including detailed survey strategy, approach, methodology, tools and sampling plan.
2	T + 4 Months	• Current Industry Overview and Labour Market Trends report • Situational Analysis report on critical success factors in bridging the skill gap • Study of employment and skilling needs of ancillary sectors • Deep-dive reports on all sub-sectors (merchant, naval, repair, recycling, inland waterways, marine equipment, green shipping)
3	T + 5 Months	• Human Resource and Skill Requirement Forecast (2027-32) report • Draft Skill Plan (2027-32) with strategic roadmap, action plans, and recommendations
4	T + 6 Months	• Approval from ISTC • Final Report submission with all related deliverables in soft and hard copy formats

** T = Project Start Date*

6.5 Preparation of Proposals

6.5.1 General Considerations

In preparing the proposal, the Agency is expected to examine this RFP in detail. Deficiencies in the information provided may result in rejection of the proposal. The Agency shall not modify its proposal after the submission deadline.

6.5.2 Language

The Proposal and all correspondence and documents relating to it shall be written in English only.

6.5.3 Documents Comprising the Proposal

Proposals must include the following:

- Technical Proposal comprising:
  - Form TECH-I: Technical Proposal Submission Form
  - Form TECH-IIA: Agency Profile – Table of Contents, Executive Summary, About Bidder, Management, Team, Geographical Presence
  - Form TECH-IIB: Relevant Experience with supporting documents of Eligibility, Technical & Financial Criteria
  - Form TECH-III: Project Understanding, Approach & Methodology, and Work Plan
  - Bidder's proposed timelines for project execution
  - Incorporation-related documents (as applicable to entity type)
  - Tax-related documents (PAN, GSTIN)
  - Form GEN-I: Declaration about Genuineness of Documents
  - Form GEN-II: Self Certificate of Not Being Blacklisted
  - Form GEN-III: Power of Attorney
  - Signed copy of the checklist with seal
- Financial Proposal (Form FIN-I) – in a separately sealed envelope

6.5.4 Only One Proposal

Each Agency shall submit only one proposal in its own name. Proposals submitted as part of a consortium or joint venture shall be disqualified. Agency staff may not participate as Key Personnel in more than one proposal.

6.5.5 Proposal Validity

Proposals along with all supporting documents shall remain valid for 180 days from the last date of submission. Bidders shall not modify their proposals during this period. Any bid with a shorter validity or no mention of validity shall be rejected. ISTC may, in exceptional circumstances, request an extension in writing.

6.6 Submission, Opening, and Evaluation

6.6.1 Submission of Proposal

a. The Agency shall submit a signed and complete proposal comprising all supporting documents and forms mentioned in this RFP.

b. An authorised representative of the Agency shall sign the original submission documents. A Power of Attorney in favour of the Authorised Signatory shall be attached.

c. Any overwriting shall be valid only if signed or initialled by the same authorised person.

d. The soft copy (password protected) of the technical bid in the prescribed order of the Proforma of Submission along with all the credentials specified shall be emailed to **ceo@istcindia.org** on or before the closing time.

e. Hardcopy of proposals including technical and financial bids separately must be received at the address specified on or before the last date and time mentioned in the Schedule.

f. Any proposal received after the deadline shall be rejected and will be remain unopened.

g. Proposals submitted by fax or only by email shall not be considered.

h. ISTC shall not be responsible for any postal delay or non-receipt of documents.

i. All pages of the proposal must be sequentially numbered and initialled by the Authorised Representative.

j. The Technical Proposal must not contain any pricing information whatsoever.

k. All prices shall be quoted in Indian Rupees (INR).

6.6.2 Confidentiality

a. From the time proposals are opened to the time the Contract is awarded, the Agency shall not contact ISTC on any matter related to its Technical and/or Financial Proposal, except in writing at info@istcindia.org

b. Any attempt to improperly influence ISTC in the evaluation of proposals or contract award decisions may result in rejection of the proposal.

c. All data and information gathered during the study are the exclusive property of ISTC and shall not be disclosed or shared by the Agency.

6.6.3 Evaluation of Technical Proposal – Eligibility Criteria (All Mandatory)

The ISTC shall first validate the eligibility of Bidders based on the following mandatory Eligibility Criteria:

1. Experience: Should have conducted at least 3 Skill Gap Study projects in India or abroad in the last 5 financial years (FYs 2020-25), each with a minimum contract value of Rs. 25 Lakhs (exclusive of taxes). Submit self-attested copies of relevant contracts/work orders and completion certificates.

2. Turnover: Should have an average annual turnover of more than Rs. 100 Crores for the last 3 financial years (FYs 2022-25) with positive net worth in all 3 years. Submit audited financial statements and a solvency certificate from a Nationalised/Scheduled Commercial Bank.

3. Key Personnel – Team Leader: At least one person on roll with (a) minimum Post Graduate in Management / Maritime Studies / Social Sciences / Research; and (b) minimum 10 years of experience in institutional strengthening, capacity building, research, or market studies, preferably in maritime, ports, or allied sectors – Copies of Educational and Experience Certificates must be submitted.

4. Key Personnel – Maritime Expert: At least one person on roll with a minimum 5 years of experience in the shipbuilding, ship repair, or maritime sector – Copies of Educational and Experience Certificates must be submitted.

6.6.4 Technical Evaluation Criteria

A two-stage technical evaluation will be adopted. Agencies scoring 40 or more marks in Part-1 will be invited to make a presentation for Part-2. Agencies scoring 60 or more marks in total (Part-1 + Part-2) shall be eligible for Financial Bid opening.

Sl. No.	Evaluation Criteria	Max. Marks	Part
	PART 1 – BIDDER AGENCY BACKGROUND	70	
1.1	Experience of conducting Skill Gap Study Projects (last 5 FYs 2020-25): For 3 projects – 20 marks; each additional project – 2 marks; max 30 marks	30	1
1.2	Experience in Maritime/Shipbuilding/Port Sector Skill Gap Studies: For 1 project – 10 marks; each additional – 2 marks; max 20 marks	20	1
1.3	Relevant Geographical Coverage (Indian States/UTs covered in Skill Gap Studies, last 5 FYs): For 1 state/UT – 5 marks; each additional – 1 mark; max 10 marks	10	1
1.4	Financial Strength (Average turnover, FYs 2022-25): >Rs. 1000 Cr – 10 marks; >Rs. 500 Cr – 8 marks; >Rs. 100 Cr – 5 marks	10	1
	PART 2 – APPROACH AND METHODOLOGY	30	
2.1	Project Understanding, Approach, Methodology, Sampling Plan, Sector and Geographic Coverage – 5 marks IT-enabled mechanism model (platform, features, etc.) – 5 marks On-ground execution plan, questionnaires, communication strategies, innovation – 4 marks Secondary data research and related deliverables – 3 marks Data collection, analysis, inferential techniques, and reporting – 3 marks	20	2
2.2	Team Composition: Proposed team experience, involvement stage/period, engagement type (full-time or shared, regular or contractual)	10	2
	TOTAL	100	

6.6.5 Financial Bid Evaluation

Financial bids shall be opened only for Bidders who score 60 or more marks in the Technical Evaluation. A fixed single-point price shall be quoted for the complete scope of work. The quoted price shall be inclusive of all taxes, duties, levies, license fees, and out-of-pocket expenses such as lodging, boarding, and travel. Bidders must clearly indicate all tax components in the Financial Bid as per Form FIN-I.

6.7 Negotiations and Award of Contract

The contract will be awarded to the Bidder with the lowest Financial Bid (L1). If two or more Bidders quote the same lowest price, ISTC will seek revised quotes and place the order with the new L-1 Bidder. If the tie persists, the order shall be placed with the Bidder having the higher technical score.

If ISTC considers the L1 quoted price to be too high, ISTC may enter into further negotiations with the L1 Bidder. If no conclusive agreement is reached, ISTC may negotiate with the next higher Bidders. Within 7 working days of receipt of the notification, the successful Agency shall sign the Contract and return it to ISTC.

6.8 Termination Clauses

6.8.1 Termination by ISTC

ISTC may terminate the Contract by giving not less than 15 days' written notice to the Agency upon occurrence of any of the following events:

a. The Agency fails to remedy any breach within 15 days of a notice of suspension.

b. The Agency becomes insolvent, bankrupt, or enters into any agreement with its creditors for relief of debt.

c. The Agency fails to perform the tasks to ISTC's satisfaction. The decision of ISTC shall be final and binding.

d. The Agency fails to comply with any final decision reached through arbitration.

e. The Agency submits to ISTC a statement that has a material effect on ISTC's rights, obligations, or interests and which the Agency knows to be false.

f. Any document or information submitted by the Agency in its proposal and based on which it was considered eligible is found to be false, incorrect, or misleading.

g. Force Majeure prevents the Agency from performing a material portion of the services for a period exceeding 15 days.

h. Any damage caused to the reputation of ISTC/MoPOSW due to mismanagement 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 after the following events:

a. ISTC is in material breach of its obligations and has not remedied the breach within 60 days of receiving the Agency's written notice specifying the breach.

b. Force Majeure prevents the Agency from performing a material portion of the services.

c. ISTC fails to comply with any final decision reached through arbitration.

6.9 Payment Clauses

6.9.1 The contract shall be a fixed-price contract.

6.9.2 The contractor shall be paid a firm price based on satisfactory completion of deliverables.

6.9.3 Payments shall be made by ISTC within 45 days of submission of invoice, subject to successful verification and validation.

6.9.4 ISTC shall validate corresponding milestones agreed and achieved.

6.9.5 Payments shall be made in Indian Rupees (INR) to the Agency's Indian bank account.

6.9.6 The amount payable to the Agency shall remain non-negotiable and fixed during the tenure of the Contract.

6.9.7 Payments shall be made only against Tax Invoices raised using the GST No. and billing address of ISTC as provided, and after confirmation by ISTC.

6.9.8 Taxes shall be deducted at standard rates as applicable.

Sl. No.	Activity / Milestone	Payment
1	Approval of inception report (including detailed survey strategy, approach, methodology, tools, and initial site observations), duly accepted by ISTC.	10%
2	Approval of Sampling Plan; IT-enabled mechanism live and ready for use; Approved questionnaires – all accepted by ISTC	25%
3	Approval of Interim Report and draft Skill Plan as per scope of the study (2 hard copies & 1 editable soft copy).	25%
4	Presentation of Final Report and Skill Plan, acceptance by ISTC, and submission of soft copy 2 coloured hardbound copies of Final Report and Skill Plan with data.	40%

6.10 Reviews and Penalties

6.10.1 Review meetings with ISTC shall be held within 2 weeks of project start and fortnightly thereafter, or as required by ISTC.

6.10.2 Agency performance against Service Levels shall be assessed per the agreed Service Level Agreement (SLA) on a monthly basis.

6.10.3 If the Agency uses the ISTC/MOPSW brand/name for any purpose without permission, appropriate penalties shall apply.

6.10.4 If due deliverables are not submitted as per the work schedule, the Agency shall pay penalties as imposed by ISTC. Partial/unsatisfactory deliverables shall not qualify for payment.

6.10.5 If deliverables are not acceptable to ISTC and defects are not rectified; the Agency shall be liable for appropriate penalties.

6.10.6 Total penalties shall not exceed the total amount paid to the Agency under this Contract.

6.10.7 All delays attributable to the Agency shall attract a financial penalty of 5% per month on the contract value, read with the termination clauses.

6.10.8 The Agency shall inform ISTC well in advance of any possible external delays. ISTC may revise timelines under genuine circumstances.

7. STANDARD FORMS

Agencies are required to submit information in the forms specified below.

Sr. No.	Type	Form Name	Description
01.	General	GEN-I	Declaration about Genuineness of Documents
02.	General	GEN-II	Self-Certificate of Not Being Blacklisted
03.	General	GEN-III	Power of Attorney
04.	Technical	TECH-I	Technical Proposal Submission Form
05.	Technical	TECH-II	Agency's Experience (Max. 30 pages)
06.	Technical	TECH-III	Project Understanding, Approach & Methodology, Monthly Key Tasks/Timeline, Communication Strategy, Work Schedule and Planning for Deliverables
07.	Financial	FIN-I	Financial Bid

Form GEN-I: Declaration about Genuineness of Documents

(On letterhead of the Agency with seal and signature by the Authorised Signatory)

I/We ………………………………………………………………………………………. hereby declare that the information furnished in the bid in response to ISTC, RFP No ISTC / TCB / TD / 01 / 2026-27 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 aware that I shall be held responsible if any document attached is found to be false/forged/fabricated/tampered/manipulated at any stage and that ISTC is fully competent to take any action against me/my firm in accordance with the terms and conditions of the contract and the law of the land.

Signature of Bidder's Authorised Signatory: ______________________________

Name of the Authorised Signatory: ______________________________

Name of the Bidder: ______________________________

Date: ______________________________

Place: ______________________________

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

(To be executed on INR 100 non-judicial stamp paper and duly notarised)

Date: _____________

Sub: RFP No. - ISTC / TCB / TD / 01 / 2026-27

In response to the RFP Document referenced above, I/We hereby declare and solemnly swear that our Company/firm _____________________ (Name of Firm) is not banned/blacklisted as on date by any Indian Court of Law, Tribunal, any State Government or Central Government or their agencies, any statutory entities, or any Public Sector Undertakings.

AND, if at any stage this declaration is found to be false, I/We hereby agree to be treated as a disqualified Bidder for the ongoing Contract. Our concern/entity may be banned/blacklisted

Signature of the Deponent

(Authorised Signatory of the Bidder with Seal): ______________________________

Form TECH-I: Technical Proposal Submission Form

(Duly stamped and signed by the Authorised Representative on the letterhead of the Agency)

To,
The Chief Executive Officer,
India Ship Technology Centre.

Sir/Madam,

We, the undersigned, offer to conduct the Skill Gap Study in the Shipbuilding & Ship Repair Sector of India for the ISTC in accordance with your Request for Proposal dated 28.07.2026. We hereby submit our Proposal, comprising a Technical Proposal and a Financial Quote sealed in two separate envelopes. We declare that:

a) All information and statements made in this proposal are true and we accept that any misrepresentation may lead to our disqualification.

b) Our proposal shall be valid and remain binding 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 the RFP.

e) In competing for and, if awarded, in executing the Contract, we undertake to observe all laws against fraud and corruption, including bribery, in force in India.

f) We undertake to negotiate a Contract based on the proposed Key Personnel.

g) Our proposal is binding upon us, subject to any modifications resulting from contract negotiations.

We undertake, if our proposal is accepted and the Contract is signed, to initiate the services no later than the date advised by ISTC.

Signature: ______________________________

For and on behalf of :

(Company Seal) (Authorised Representative and Signatory)

Form TECH-II: Agency's Experience

(Duly stamped and signed by the Authorised Representative on the letterhead of the Agency)

Provide a brief description of the Agency and an outline of recent experience most relevant to this assignment. For each assignment, indicate the duration, contract amount, and the Agency's role/involvement.

TECH-IIA: Agency's Organisation Profile

Sr.	Description	Full Details
01.	Name of the Bidder	
02.	Address & Contact Details	
03.	Name & Contact Details of Authorised Signatory	
04.	Registration/Incorporation Details* (No., Date & Year)	
05.	PAN & GSTIN Details*	
06.	Annual Turnover – Last 3 Financial Years (FYs 2022-25)*	
07.	Experience in Skill Gap Studies/Similar Assignments**	
08.	Any Award or Accreditation Received*	
09.	Any Other Relevant Details	

TECH-IIB: Agency's Relevant Experience

Sl. No.	Project Name & Location	Client Details	Order Amount (excl. tax)	Start Date	End Date	Brief Scope

'*' Attach Supporting Documents

'**' Supporting Documents: Copies of work orders and completion certificates (or CA-certified fee receipt certificates for ongoing projects).

Signature: ________________________________

For and on behalf of:

(Company Seal) (Authorised Representative and Signatory)

Form TECH-III: Project Understanding, Approach & Methodology

(Duly stamped and signed by the Authorised Representative on the letterhead of the Agency)

(Please refer to the Scope of Work in Section 6.2 to prepare this section)

The Bidder shall address the following in this section:

- Project Understanding: Explain understanding of the scope, objectives, and key challenges of a Skill Gap Study in the Shipbuilding & Ship Repair Sector
- Approach & Methodology: Describe the technical approach, research design, sampling design, estimation procedures, field process and protocol control, data collection tools including IT-enabled mechanism details, and analysis and reporting methodology
- Communication Strategy and Innovation: Describe stakeholder engagement strategy, innovation in implementation, and any value-added approaches
- Staffing & Study Management Plan: Propose and justify the team structure and composition, listing key staff and their responsibilities

Work Schedule and Planning for Deliverables:

Sl. No.	Deliverables	M1	M2	M3	M4	M5	M6
1	Inception Report & IT Framework						
2	Industry Overview & Labour Market Trends						
3	Situational Analysis & Sub-sector Deep Dives						
4	HR Forecast Report						
5	Draft Skill Plan						
6	Final Report & ISTC Approval						

Note: The duration of activities shall be indicated in the form of a Gantt/bar chart. Bidder should also provide details of sampling plan covering all required categories of stakeholders.

Signature: ______________________________

For and on behalf of:

(Company Seal) (Authorised Representative and Signatory)

Form FIN-I: Financial Proposal

(Duly stamped and signed by the Authorised Representative on the letterhead of the Agency)

The Financial Proposal shall include all applicable taxes and duties (Central, State and Local governments), overhead and operational costs, and all out-of-pocket expenses.

Sl. No.	Description of Service	Amount in INR
01.	Professional fees for complete scope of work as per RFP	
02.	GST @ applicable rate	
03.	Any other taxes/duties (please specify)	
04.	TOTAL (inclusive of all taxes)	

Signature: ______________________________

For and on behalf of:

(Company Seal) (Authorised Representative and Signatory)

Important Note: No scanned copy or digital version of the Financial Proposal is to be submitted or uploaded anywhere during the RFP process. Non-adherence shall lead to rejection of the Proposal.

ANNEXURE – 1: KEY SHIPBUILDING STATES/UTS

India's Shipbuilding & Ship Repair sector is primarily concentrated in the following states and Union Territories:

Sr. No.	State/UT	Key Cluster/Facility	Sub-sector Focus
01.	Kerala	Cochin, Kochi	Merchant Shipbuilding, Ship Repair, Naval
02.	Maharashtra	Mumbai (Mazagon Dock), Ratnagiri	Naval Shipbuilding, Offshore, Ship Repair
03.	West Bengal	Kolkata/Howrah (GRSE, Garden Reach)	Naval & Merchant Shipbuilding
04.	Andhra Pradesh	Visakhapatnam (Hindustan Shipyard), Kakinada	Naval, Merchant Shipbuilding, Offshore
05.	Tamil Nadu	Chennai, Tuticorin	Ship Repair, Offshore, Fishing Vessels
06.	Odisha	Paradip, Gopalpur	Barge Building, Ancillary
07.	Gujarat	Alang-Sosiya, Pipavav, Mundra	Ship Recycling, OSVs, Offshore
08.	Goa	Mormugao, Vasco	Ship Repair, Small Vessel Building
09.	Karnataka	Karwar (Naval Base)	Naval Support, Repair
10.	Uttar Pradesh & Bihar	Patna, Varanasi (Inland)	Inland Vessel Construction (IWT)
11.	Delhi/NCR	Administrative Cluster	Policy, Training, Administration
12.	Andaman & Nicobar Islands	Port Blair	Island Connectivity Vessels
13.	Lakshadweep	Kavaratti	Island Ferry & Utility Vessels

Note: The above list is indicative. The actual coverage of states, UTs, districts, and clusters shall be finalised in consultation with ISTC during the study inception phase.