

**Tourism Department, Government of Meghalaya
Response to Pre-Bid Queries**

Letter No: No.M/D-Tour/Tech/63/2026/3

Dated Shillong the 30th July, 2026.

Development, Operation and Maintenance of 5-Star Business Hotel at Umsawli, New Shillong, Meghalaya under the Design, Built, Finance, Operate and Transfer (DBFOT) model on Public Private Partnership (PPP)

S.No	RFP Clause & Page Number	Existing RFP clause	Queries/Suggestion/Clarification sought by the bidders	Response to Queries
1	General	General Queries	1. Site and geotechnical conditions 1. Has a geotechnical / soil investigation been conducted for the plot? If so, can the report be shared, and what are the bearing capacity and sub-soil water conditions? 2. Please confirm the exact leased plot area (the RFP states approximately 3 acres of an 8.91-acre parcel) and provide a demarcated plot plan showing boundaries, setbacks and the net developable area. 3. Please confirm the plot's elevation, slope / contours and orientation, the applicable seismic zone classification, and the seismic compliance requirements for the development.	1. The selected bidder shall be responsible for carrying out the necessary geotechnical and soil investigations for the project site. 2. Bidders are requested to refer to Clause 2.3.2 for project location and land area. Further, bidders are requested to refer Meghalaya Building Bye Laws 2021 and its amendments to understand development regulations related to setbacks, height restriction, FAR, parking norms etc. 3. Bidders are advised to undertake a site visit and conduct their own due diligence with respect to the site's physical characteristics, including elevation, contours, orientation, and other relevant conditions prior to the bid submission.

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2	Clause 2.2.3, Page No 22	2.3.3 Applicable Development Control Regulations As per Meghalaya Building Bylaws 2021, ‘Special Projects’ – Means those projects / buildings with large scale activities such as Hotels, Public Institutions, Healthcare, shopping malls, Multiplexes, ICT / BPO’s, Educational Institution having a minimum plot area of 50,000 sq. ft and a minimum single covered area of 20,000 sq.ft. <table border="1" data-bbox="441 946 856 1169"> <thead> <tr> <th>Type of Occupancy</th><th>Maximum permissible F.A.R</th><th>Maximum permissible Plot Coverage</th><th>Maximum no. of Permissible Floors (Inclusive of Basement / Lower Ground Floor / Underground Floor / Cellar)</th><th>Maximum Building Height in metres (Inclusive of Basement / Lower Ground Floor / Cellar/mezzanine floor / Service Floor)</th></tr> </thead> <tbody> <tr> <td>Special Project</td><td>3</td><td>40% (subject to max. 20,000 sqft floor plate)</td><td>7</td><td>27</td></tr> <tr> <td>Commercial</td><td>2.25</td><td>60%</td><td>6</td><td>21</td></tr> </tbody> </table>	Type of Occupancy	Maximum permissible F.A.R	Maximum permissible Plot Coverage	Maximum no. of Permissible Floors (Inclusive of Basement / Lower Ground Floor / Underground Floor / Cellar)	Maximum Building Height in metres (Inclusive of Basement / Lower Ground Floor / Cellar/mezzanine floor / Service Floor)	Special Project	3	40% (subject to max. 20,000 sqft floor plate)	7	27	Commercial	2.25	60%	6	21	2. Buildable envelope, zoning and land use - Which occupancy basis applies — “Special Project” (FAR 3, 40% coverage, 20,000 sqft floor-plate cap, 7 floors, 27 m) or “Commercial” (FAR 2.25, 60% coverage, 6 floors, 21 m) per §2.3.3 — and may a hotel elect the more favourable basis? - Is the 20,000 sqft floor-plate cap applied per block / tower, or to the whole development? This determines whether a 120-key 5-star with banquet, spa and pool can be built efficiently on the plot. - Confirm the maximum permissible height in metres and number of floors, inclusive of basement / lower-ground / service floors, and whether basement area counts towards FAR. - Is the site already zoned for hotel use, or is a change of land use required? What approvals are needed under the Meghalaya Building Bylaws 2021 from the New Shillong Township Development Authority (NSTDA) or any other body? - Confirm the total built-up area the Authority permits, so we can reconcile the 120-key minimum and the Rs. 129 Cr indicative CAPEX against the envelope.	- While hotel developments may be undertaken under the applicable Commercial Occupancy or Special Project Occupancy provisions of the Meghalaya Building Bye-Laws, it shall be the responsibility of the Bidder to independently assess the applicable development regulations and optimize the utilization of the project site. The Bidder shall in all cases ensure compliance with the Minimum Development Obligation of developing a 5-star hotel with at least 120 keys and associated ancillary facilities. - The development of a 5-star hotel with a minimum of 120 keys, along with all associated ancillary facilities, shall constitute the Minimum Development Obligation of the Concessionaire. However, the Concessionaire shall have the flexibility to optimally utilize the Project Site for the development, subject to compliance with the prevailing Meghalaya Building Bye-Laws and other applicable laws and regulations. - Bidders are advised to refer prevailing Meghalaya Building Bye Laws. - The site is currently earmarked for hotel development and change of land use is not required. The Bidders are advised to refer prevailing Meghalaya Building Bye Laws. - Development of 5-star hotel with 120 keys is the minimum development obligation and estimated project cost of INR 129 Cr is indicative. Bidders shall independently assess and determine the actual Project Cost based on their proposed hotel brand, product positioning, development concept, design standards, amenities, and operational requirements.
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3	General	General Queries	3. Statutory approvals, environment and clearances 1. Are any environmental clearances required — an NOC from the State Environment Department, a clearance from the State Environment Impact Assessment Authority (SEIAA), or heritage / archaeological clearances — given the altitude, biodiversity norms and ecological sensitivity of the area? 2. Please confirm the status of the fire NOC and the aviation height clearance (given Shillong's airspace regulations), and any related conditions applicable to a 5-star hotel on this plot. 3. Which of the statutory approvals will the Authority provide or fast-track, and which are Conditions Precedent on the Authority's side under the Concession Agreement?	1. The selected bidder/concessionary shall be responsible for obtaining all applicable statutory approvals, clearances, permits, and No Objection Certificates (NOCs) from the concerned authorities. The Authority shall provide necessary facilitation and reasonable support to assist the Concessionaire in securing such approvals; however, the ultimate responsibility for obtaining and maintaining the same shall rest with the Concessionaire. 2. – Do - 3. The selected bidder/concessionary shall obtain all required statutory approvals, permits, and clearances through online and offline procedures. In the event of any difficulty in obtaining such approvals, the Authority shall provide facilitation to get the required approval. For conditions precedent on the Authority's side, the bidders are requested to go through the Draft Concession Agreement before bid submission.
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4		General Queries	4. Utilities, access and surrounding infrastructure 1. What is the availability and status of utilities — water, power, sewerage and drainage — at the site boundary? Will the Authority provide trunk infrastructure to the plot (and by when), or is it entirely the concessionaire's responsibility? 2. What is the current status and completion timeline of the arterial / access road serving the plot, and the drive time to Police Bazar and to Shillong and Guwahati airports? 3. What is the status and expected completion timeline of the surrounding development (New Secretariat, Unity Mall, Parade Ground, IIM expansion, residential), and are there any construction-activity restrictions that might affect hotel development?	1. Basic trunk infrastructures are available in the vicinity of the project site however, it the responsibility of the concessionaire to get the connection from the nearest source to the project site. 2. Bidders are advised to visit the project site to understand the existing condition of the project site, projects which are under construction, nearest business district etc, and collect information for their better understanding of the site and surrounding. 3. - Bidders are encouraged to visit the Project Site and engage with relevant officials and stakeholders to collect information necessary for evaluating the Project. While many marquee developments in the surrounding area are currently under construction and are expected to become operational in the coming years, Bidders shall independently assess their potential impact and undertake their own due diligence before making investment decisions. There is no construction activity restriction that would affect hotel development.
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5		General Queries	5. Site orientation, outlook and positioning 1. What does the plot look onto on each side, and which boundary, if any, offers an open or scenic outlook? 2. What are the permitted heights of the surrounding plots under the township master plan, and will future construction obstruct the outlook from the plot? 3. Are there any green-cover, mature trees or landscape features on or adjoining the plot? 4. What positioning does the Authority envisage — a business hotel serving the secretariat / IIM / NEIGRIHMS catchment, or a property expected to draw leisure and tourist demand — and can any demand, room-night, ADR or catchment study for New Shillong be shared? 5. Given the site sits roughly 13 km from Shillong's centre, what is the Authority's view of the local catchment for restaurant, banquet and event footfall — independent of in-house hotel guests — that a hotel at this location could reasonably expect to draw?	1. Bidders are advised to undertake a site visit and carry out their own assessment of the site. 2. Please refer response no 2.3 3. Please refer response no 5.1 4. The Government envisages the Project as a business hotel, however, bidders are expected to undertake their own market assessment, demand analysis, and feasibility studies and determine the most appropriate positioning and business model for the project in line with the tender documents. 5. -Do-
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6		General Queries	6. Development scope, CAPEX and mixed-use 1. What is the basis for the indicative CAPEX of Rs. 129 Cr? Has a detailed feasibility / DPR been prepared, and can it be shared with bidders to support pricing alignment? 2. May ancillary commercial facilities — serviced apartments, retail, co-working — be developed within the 3-acre plot? Is mixed-use permitted, and on what terms?	1. The indicative CAPEX of INR 129 Crore is an estimate and should be ascertain by bidders through their own technical and financial assessments. The Selected Bidder shall be solely responsible for preparing the Detailed Project Report (DPR). 2. The development of ancillary commercial facilities shall be at the discretion of the Selected Bidder as per Meghalaya Building Bye-Law, provided that the minimum development obligations specified in the RFP/Concession Agreement are duly fulfilled.
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7		General Queries	7. Commercial terms — revenue, classification and COD 1. What is the definition of the Commercial Operation Date (COD), and what minimum percentage of rooms / facilities must be operational for COD to be declared? 2. Who is responsible for obtaining the 5-star HRACC / Ministry of Tourism classification, and what is the timeline obligation? Is there a penalty if the hotel is operational but the 5-star classification is delayed? 3. May the concessionaire sublease the F&B or spa outlets to third-party operators? If so, will revenues from such subleases be included in “Gross Revenue” for the purpose of the Authority's revenue share? 4. Please confirm the quantum and mechanism of the MIIPP-2024 (state) and UNNATI-2024 (central) incentives stated to apply to the project (§2.7).	1. Please refer Article 15. of the draft Concession Agreement. 2. The selected bidder shall be solely responsible for obtaining the requisite 5-Star classification from HRACC/Ministry of Tourism and maintaining the same in accordance with applicable regulations. Penalty shall be applicable as per the provision in the draft concession agreement. 3. Please refer Article 38.4 of the draft concession agreement. The revenue from F&B and Spa shall be part of the Gross Revenue. Please refer the definition of Gross Revenue in draft concession agreement. 4. Bidders are advised to refer the official guidelines and notifications issued under MIIPP-2024 and UNNATI-2024, available on the respective government websites.
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8		General Queries	8. Concession term, transfer and handback 1. In what condition is the property expected to be at transfer at the end of the 60-year concession? Is there a sinking-fund or mandatory maintenance-reserve requirement during the term? 2. What is the treatment of FF&E (furniture, fixtures and equipment) and of the brand / operator agreements at the time of transfer? 3. Is there any provision for renewal or extension beyond the 60-year term, and if so, on what basis — a fresh auction, or a preferential right for the incumbent concessionaire?	1. Please refer draft concession agreement Article -3 : Grant of Concession 2. All project assets forming part of the hotel infrastructure, including Furniture, Fixtures and Equipment (FF&E), operator agreement shall be dealt with in accordance with the provisions of the draft concession agreement. 3. Please refer draft concession agreement Article -3 : Grant of Concession
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		ARTICLE 4: CONDITIONS PRECEDENT	9. Documentation, title and RFP clarifications	<i>Development, Operation and Maintenance of 5-Star Business Hotel at Umsawli, New Shillong, Meghalaya under the Design, Built, Finance, Operate and Transfer (DBFOT) model on Public Private Partnership (PPP)</i>
9	Article 4, Page 22 of DCA Appendix K, Format for Financial Proposal, Page 87 RFP Clause 2.5, Page 23	APPENDIX-K: Format for Financial Proposal I/ we offer to upgrade / develop, operate, maintain, and manage the Orchid Lake Resort, located at Ri Bhoi District, Meghalaya, in accordance with the stipulated terms and conditions and other particulars therein as defined in this RFP 2.5 Key Terms The following shall apply to the Concessionaire: a) The Concessionaire shall hold lease title to the land and built-up area provided by the Authority along with its right of way. b) The Concessionaire shall develop the hotel as per its own discretion as long as it is in accordance with the applicable building bye laws and other regulations applicable to the sites. c) The Concessionaire shall earn revenues from the hotel as per rates to be set at the discretion of the Concessionaire. d) The Concessionaire shall be responsible for obtaining all applicable permits, incl. building permits and other approvals required for development, operation and maintenance of the Project. e) The Concessionaire shall be responsible to safeguard the ecological balance of the island, visitor numbers to island can be strictly controlled through a reservation-based access system, with daily caps to prevent overuse and degradation of natural habitats.	1. [Priority] Please provide the Volume II Draft Concession Agreement and Schedules, covering Conditions Precedent, the Appointed Date (Article 4), Performance Security (Article 9), termination and force majeure. The bid cannot be priced or financed without these. 2. Please confirm that the land is clear and unencumbered, held in the name of the Tourism Department, and set out the lease structure to the SPV / Concessionaire. 3. Following today's pre-bid, please confirm the bid due date and the technical and financial proposal opening dates, which are left blank in the draft Volume I (§1.2). 4. The Financial Proposal form (Appendix K) currently asks bidders to quote on the “Orchid Lake Resort APPENDIX-K: Format for Financial Proposal, Ri Bhoi District” — a different property. Please issue a corrected revenue-share form referencing this Umsawli project. 5. Please reconcile the remaining drafting carry-overs: the reference to “the ecological balance of the island” in Key Terms (§2.5), the “MTDC” reference in the Power of Attorney, and the “Dehradun” arbitration venue in the Consortium Agreement against the Shillong jurisdiction stated in §7. 6. Please clarify the Criteria-B wording requiring the bidder to “satisfy Criteria-A of its own” (§3.2.6), which appears intended to apply to the O&M operator rather than the developer.	1. The Draft Concession Agreement and Draft Schedules are available on the official Meghalaya Tourism website: www.meghalayatourism.in. 2. The land ownership and associated arrangements shall not affect the concessionaire's ability to undertake the project and achieve the milestones stipulated in the RFP and Concession Agreement. 3. The Technical Bids are scheduled to be opened on 11th August 2026. After technical presentation, the Financial Bids of technically qualified bidders shall be opened subsequently. 4. The Financial Proposal Form (Appendix K) shall be read as follows: “I/We offer for the development, operation, and maintenance of a 5-Star Business Hotel at Umsawli, New Shillong, Meghalaya under the Design, Build, Finance, Operate and Transfer (DBFOT) model on a Public-Private Partnership (PPP) basis, in accordance with the terms and conditions and other particulars specified in the RFP.” 5. The reference to “the ecological balance of the island” appearing in Clause 2.5(e) is inadvertent and shall stand deleted. Bidders are requested to interpret the RFP in the context of the present project. 6. For the avoidance of doubt, the eligibility requirements under Clause 3.2.6 shall be interpreted in accordance with the intent of the provision and the overall eligibility framework prescribed in the RFP. Bidders are advised to refer to the relevant eligibility criteria and associated clarifications issued by the Authority.

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10	Clause 3.1.3, Page 26 (Bid/proposal Security)	The Bidder shall provide the Bid / Proposal Security in the form of Demand Draft (DD) or online transfer through Real Time Gross Settlement (RTGS) / National Electronic Funds Transfer (NEFT) to the account set out below or through an irrevocable and unconditional Bank Guarantee as per format H.	It is requested that the Authority permit submission of Bid/Proposal Security in the form of an Insurance Surety Bond (issued by an insurer registered with IRDAI and approved by the Department of Financial Services/Authority), as an additional acceptable mode along with DD/RTGS/NEFT/Bank Guarantee.	Accepted
11	Clause 3.2.6 Note II, page 33	II. In case of a Consortium ▶ Technical Capacity of Consortium shall be calculated as a sum of Technical Capacities of individual Consortium Members who hold at least 26% equity stake in the consortium. ▶ Financial Capacity of Consortium shall be calculated as a sum of Financial Capacities of individual Consortium Members who hold at least 26% equity stake in the consortium.	Kindly confirm that Net Worth and Average Annual Turnover criteria may be met on an aggregate basis across all Consortium Members holding at least 26% equity stake each, and that no individual member is required to independently satisfy the full Net Worth/Turnover threshold, provided the combined figures meet the prescribed minimum.	The aggregate Net Worth and Average Annual Turnover of the consortium members shall collectively meet the prescribed minimum eligibility criteria, provided that each consortium member contributing towards such eligibility holds a minimum equity stake of 26% in the consortium. Individual consortium members are not required to independently satisfy the entire Net Worth or Turnover requirement.
12	Clause 3.2.6, Criteria A – Bidder with Hospitality Experience, 3. Page 34	Experience of developing or owning or managing and operating 4star/5star certified hotel(s) / resort(s) property in Northeastern State. • 100 keys in aggregate: 10 marks • 200 keys in aggregate: 15 marks The operational experience of a minimum of 12 consecutive months during the last 5 financial years preceding the Bid Due Date.	Kindly confirm whether experience in Northeastern States is mandatory for qualification (Minimum Eligibility Criteria) or whether it is purely an additional scoring parameter for technical marks, with bidders lacking NER experience still being eligible to qualify (subject to meeting other Minimum Eligibility Criteria) and being scored “0” under this sub-head.	Experience in the North Eastern States is not a mandatory eligibility requirement for participation in the bidding process. Such experience will only be considered for the purpose of additional scoring during the evaluation process, as specified in the RFP.

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13	Technical Evaluation Criteria – SL No. 1 & 3 (Criteria A) and A – 1.1 & A-1.3 (Criteria B)/ Pages 33 - 36	- Experience of developing or owning or managing and operating hotel(s) / resort(s) property, in any 12 consecutive months during the past 10 financial years preceding the Bid Due Date. - From 500 keys to 600 keys: 5 marks - From 600 keys to 700 keys: 7.5 marks - From 700 keys to 800 keys: 10 marks - From 800 keys to 1000 keys: 12.5 marks - More than 1000 keys: 15 marks - Experience of developing or owning or managing and operating 4star/5star certified hotel(s) / resort(s) property in Northeastern State. 100 keys in aggregate: 10 marks 200 keys in aggregate: 15 marks The operational experience of a minimum of 12 consecutive months during the last 5 financial years preceding the Bid Due Date.	The marking scheme awards marks separately for (a) general hospitality experience (SI No.1/A-1.1) and (b) NER – specific hospitality experience (SI No 3/ A-1.3). It is unclear whether the same set of qualifying hotel/resort projects, if located in Northeast, can be counted simultaneously under both heads to Claim cumulative marks (e.g. 15+10 or 10+10). Kindly clarify whether the same project credentials, if situated in a Northeastern State, can be used to claim marks under both the general experience criterion and the NER-specific experience criterion simultaneously, or whether these are intended to be evaluated on the basis of mutually exclusive/different project sets.	The minimum requirement is 500 keys, irrespective of the project location. If a bidder has a project in the North-East (NE) region with more than 500 keys, the bidder will be considered eligible under both criteria. However, if the bidder's projects are located only in the NE region and the combined number of keys across those projects is less than 500, the bidder shall not be qualified.
14	Clause 3.2.6 B (II) and Technical Evaluation Criteria – Financial Capacity (Turnover)/ Pages 32, 34, 36	B. Financial Capacity II. TURNOVER – Average Annual Turnover in 3 (three) years of last 5 (five) financial years i.e., 2020-21, 2021-22, 2022-23, 2023-24 and 2024-25 should be at least INR 58 Crores (INR Fifty-Eight Crore only).	The RFP requires “Average Annual Turnover” without specifying whether this refers to the bidder’s total/consolidated turnover (across all business segments) or only turnover specifically derived from hospitality/construction/real estate business. Kindly clarify whether the Turnover criterion (for both Minimum Eligibility and Technical Scoring purposes) refers to the bidder’s total annual turnover from all business activities, or is restricted to turnover earned specifically from hospitality, construction, or real estate operations.	The turnover refers to the bidder's total annual turnover derived from all business activities and revenue streams, and is not limited to any specific projects.

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Sd/-
Director of Tourism,
Meghalaya, Shillong.