

**Responses to Queries raised by Potential Bidders
on
Expression of Interest
for
Operation and Maintenance of Sports Complex Centre
at Dwarka Sector 08, 19 & 23, Dwarka, New Delhi
Published by
Delhi Development Authority on May 30,2025**

Queries raised by prospective bidder # 1		
Sl. No.	Query	Response
1	Timeline <ul style="list-style-type: none"> DDA is requested to kindly allow interested applicants at least 2 weeks from date of issue of response to queries for submission of final EOI document. Kindly indicate estimated date of issue of final RFP 	<ul style="list-style-type: none"> Date of submission of EOI document is extended to 30th of June 2025. Request for Proposal is expected to be issued within 2 months. However, interested bidders are requested to check DDA website https://dda.gov.in/tenders for latest information.
2	Infrastructure and equipment Kindly share the list of equipment already procured by DDA for all three sports complexes	The detailed list of equipment shall be provided in the Request for Proposal (RFP).
3	Infrastructure and equipment Authority is requested to share details about any infrastructure work that is being undertaken and expected to be completed prior to handover of the sports complex to concessionaire	Details shall be provided in the Request for Proposal (RFP).
4	Infrastructure and equipment Authority is requested to share the layouts and drawings of all 3 complexes	<ul style="list-style-type: none"> Layout attached. Drawings would be provided at the RFP stage.
5	Infrastructure and equipment What is the permitted FAR (Floor Area Ratio) for hostel development at Sector 8? Are there any architectural or design restrictions?	Please refer to the Clause 13.3 and 13.22 of master plan of Delhi 2021 master plan for delhi 2021 incorporating modifications upto 31.08.2022.pdf
6	Infrastructure and equipment Would DDA be able to provide any support in terms of repair and maintenance of equipment, recruitment of qualified coaches/ trainers/ hosting of district/ state level training camps etc.?	No, the operator will be responsible for operations, maintenance, procuring the remaining equipment, recruitment, and hosting training camps etc.
7	Commercial	

Queries raised by prospective bidder # 1		
Sl. No.	Query	Response
	Kindly indicate the expected commercial model (Periodic License fee/ fixed fee/ revenue share models)	The expected commercial model between DDA and the operator would most likely be Fixed Fee with annual increment.
8	Commercial Will the applicants have the option to bid for 1 or multiple sports complexes, as per their preference?	Applicant can bid for multiple RFPs.
9	Commercial For the purpose of developing world-class athletes, it is suggested to hand over the sports complex for a longer duration to the concessionaire (at least 15-20 years). Authority may kindly clarify the duration for which it is planning to hand over the infrastructure to concessionaire.	Point has been noted for consideration. Sufficiently long tenure would be provided to the operator, which would be specified in the RFP.
10	Commercial Will the concessionaire have full commercial rights to revenue generated from ticketing, academies, events, merchandise, and sponsorships?	Yes, the concessionaire recommended to generate revenue from permissible list of activities.
11	Commercial Are there any tax exemptions, subsidies, or state/central government incentives applicable to this project?	As such there is no tax exemption currently available from DDA for this project, however bidders are advised to make themselves aware of applicable legal and regulatory framework including existing rules, policies and permission requirement so as to ensure due and timely compliance.
12	Commercial Will the concessionaire have the rights to rename the sports complex in accordance with naming rights deals with sponsors/ brands	The concessionaire may rename the specific sports arena under naming opportunities of prestigious sports personality with prior written approval from DDA.

Queries raised by prospective bidder # 1		
Sl. No.	Query	Response
13	Apart from management, operation and maintenance, would the concessionaire have any other responsibilities as envisioned by DDA. (Monthly reporting, talent identification, events, etc.)	The detailed scope of work and obligations of the concessionaire beyond management, operation and maintenance will be specified in RFP. Reporting is expected to be on quarterly basis.
14	To ensure that the infrastructure is utilized optimally, and for the purpose of sports development, it is suggested that only companies which have existing sports operations and have experience of operating and managing sports infrastructure be eligible to apply.	EoI conditions prevails.
15	It is also suggested that the organizations which have been in existence for at least 10 years and involved in sports operations for a minimum of 10 years be eligible to apply.	EoI conditions prevails.
16	Further, to ensure that technically sound organizations are in-charge of the infrastructure, a QCBS scoring methodology with at least 70% of marks allocated to technical ability be included in the evaluation criteria.	QCBS Methodology will be adopted for evaluation. The scoring methodology would be mentioned in the RFP.

Queries raised by prospective bidder # 2		
Sl. No.	Query	Response
1	Leasing Tenure It is requested that the leasing period be structured for a minimum term of 30 years, with a provision for renewal for an additional 30 years. This will ensure long-term viability and sustained investment in the complex's development and operations.	Point has been noted for consideration. Sufficiently long tenure would be provided to the operator, which would be specified in the RFP.
2	Eligibility Criteria for Bidders We propose that participation in the bidding process should not be limited to organizations with a sports background. Allowing a wider pool of bidders will foster greater competition and potentially bring in more innovative and sustainable models for managing the facility.	The minimum experience requirement is necessary to ensure quality in overall project delivery and avoiding undue and unnecessary loss of time and public fund.
3	Commercial Activity Area It is recommended that the permissible area for commercial activities within the complex be increased by 10% to ensure financial sustainability and enhance user experience through expanded amenities	Please refer to the Clause 13.3 and 13.22 of master plan of Delhi 2021 master plan for delhi 2021 incorporating modifications upto 31.08.2022.pdf

Queries raised by prospective bidder # 2		
Sl. No.	Query	Response
4	Banquet Hall Operations We request that operation of a banquet hall be explicitly permitted within the complex. This will allow for more diverse usage and support additional revenue streams for maintenance and development.	Please refer to the Clause 13.3 and 13.22 of master plan of Delhi 2021 master_plan_for_delhi_2021_incorporating_modifications_upto_31.08.2022.pdf
5	Restaurant and Bar Operations It is further suggested that provisions be made to allow the operation of a restaurant and bar within the premises. This will improve the overall service offering and meet the expectations of a broader user base.	Please refer to the Clause 13.3 and 13.22 of master plan of Delhi 2021 master_plan_for_delhi_2021_incorporating_modifications_upto_31.08.2022.pdf
6	Upgradation of Facilities It is also recommended that DDA ensure the addition of newer sports facilities, modern equipment, and updated machines within the complex to meet contemporary standards and promote better fitness and sporting experiences.	All three sports complexes are already equipped with modern facilities and updated equipment, supporting our continuous efforts to enhance user experience and encourage greater participation. Any remaining requirements will be procured by the operator.

Queries raised by prospective bidder # 2		
Sl. No.	Query	Response
7	Subsidy for Underprivileged Children <ul style="list-style-type: none"> We propose that provisions be made to offer subsidized access to underprivileged children as part of the complex's community development objectives. In such cases, the operator should be duly compensated by DDA to ensure sustainability of services while fulfilling the intended social responsibility 	DDA won't interfere with provisions made by the operators to serve underprivileged children.

Queries raised by prospective bidder # 3		
Sl. No.	Query	Response
1	Technical (Clause No. 1.3) <ul style="list-style-type: none"> Will the RFP for selection of the management operator be combined for all 03 sports complexes in Dwarka Sector 08, 19 and 23. It may be released separately for each complex. 	It will be separate RFP for each complex.
2	Technical (Clause No. 1.2(c)) Will the Dwarka Sec 23 complex have 02 ready to use football fields upon completion of works	Only 1 Football Ground with Spectator's Stand.
3	Technical (Clause No. 2.1) Permit reputed organisations with an experience of 01 year in the sports sector to participate in the tender.	Bidders may apply in consortium to meet the eligibility criteria
4	Technical The technical eligibility must include previous experience of the applicant organisation in the respective sport as per the facility. For e.g. At Dwarka Sec 23, the organisation must have prior experience in the sport of either Hockey or Football.	EoI Conditions prevails
5	Commercial Since, the CoE is likely to have identified talented athletes training at no cost, the revenue model may be based on a quarterly license fee basis, instead of a per member/ player basis.	The expected commercial model between DDA and the operator would most likely be Fixed Fee with annual increment.
6	Commercial Sub Leasing of non-field related sports activities such as cafeteria, pro shop, etc. may be allowed to be sub leased to independent parties with expertise in the respective space.	Suggested changes is accepted.
7	Technical <ul style="list-style-type: none"> To establish a centre of excellence, the facility at Sec 23 shall require major upgrades such as floodlights, increased seating, draining & irrigation system, fire safety measures, etc. Since, all upgrades enhance the value of the facility and remain with the facility, it is proposed to DDA to carry out such necessary upgrades.	DDA will ensure the completion of all pending and ongoing work before handing over the facilities however any upgrades would be under scope of work of operator.

Queries raised by prospective bidder # 4		
Sl. No.	Query	Response
1	<p>We respectfully request the Authority to kindly amend the clause and consider the following revised version:</p> <p><u>Revised Clause for Consideration:</u></p> <p>i) Expressions of interest (EoIs) are invited from reputed and <u>infrastructure sectors</u> with adequate experience in the operation and maintenance of sports facilities or infrastructure projects, either in India or abroad. Eligible entities may include:</p> <p>ii) Organizations with experience in managing multi-sport facilities, sports academies, sports foundations, or sports clubs providing coaching and training for competitive sports;</p> <p>iii) Bidders with experience in the operation and maintenance of large gymnasiums (defined as fitness facility chains operating in more than five cities, each with a built-up area of not less than 4,500 sq. ft. and a minimum daily user capacity of 200 persons);</p> <p>iv) Bidders with experience in the development of sports infrastructure, including the construction of stadiums, sports complexes, or training facilities.</p> <p>v) <u>infrastructure corporate entities with an interest in expanding into the sports sector are also eligible to submit the EoI. Preference will be given to concessionaires having positive Net worth with prior experience in executing or operating & maintaining large-scale infrastructure projects such as roads, highways, expressways, ports, airports, or buildings.</u></p>	<p>Bidders having experience in development of Sports Infra (<i>Sports infra: development of stadiums/Sports complex, Training facilities</i>) OR Corporate entities willing to expand in Sports Sector.</p>
2	<p>General</p> <ul style="list-style-type: none"> We kindly request the provision of the blueprints and/or as-built drawings of the sports complex. The purpose of this request is to thoroughly assess the layout and evaluate the feasibility of revenue generation opportunities based on spatial utilization and facility design. Access to these documents will enable us to conduct a comprehensive analysis of current and potential 	<ul style="list-style-type: none"> Layout attached. Drawings would be provided at the RFP stage.

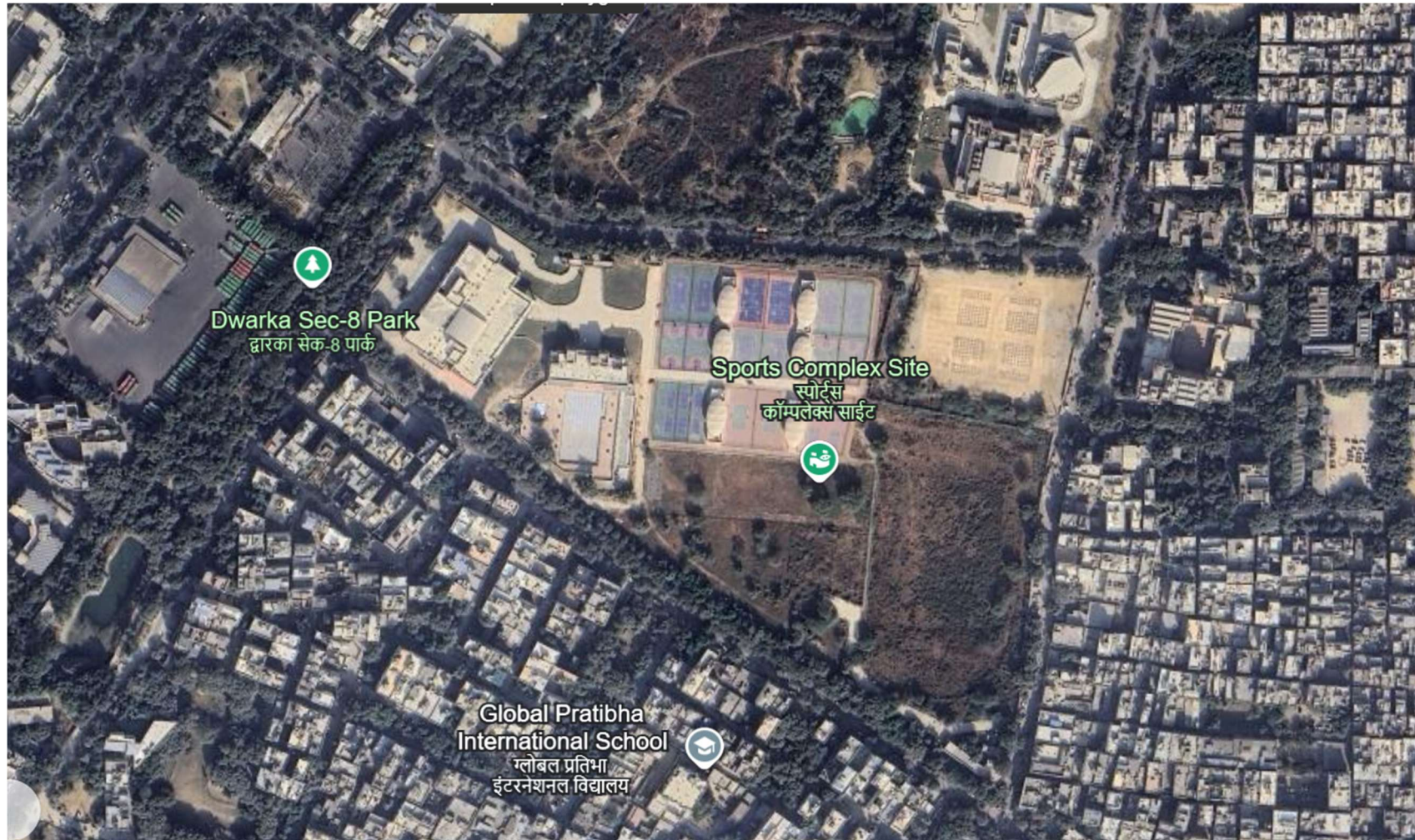
Queries raised by prospective bidder # 4		
Sl. No.	Query	Response
	commercial use, event planning, and facility optimization.	
3	<p>General</p> <ul style="list-style-type: none"> We respectfully request the Authority to consider floating a single NIT/RFP covering all three sports complexes, instead of issuing separate tenders for each location. This approach will help attract reputed and experienced contractors/concessionaires who possess the required expertise, skilled workforce, and operational capacity to efficiently manage and maintain all complexes as per the Authority's expectations. Issuing individual tenders may attract smaller players who may not be able to deliver the desired quality and standards of service, potentially affecting the long-term success and sustainability of the complexes. We believe that a consolidated tender will not only ensure better quality of operations but also provide economies of scale and consistency across all sites. 	It will be separate RFP for each complex.
4	As discussed during the meeting held on 09.06.2025, we understand that the concessionaire is permitted to make minor changes to the layout as necessary and to generate revenue from the best-utilized space, including the rooftop area. The responsibility for obtaining the necessary permissions will lie with the concessionaire, while the DDA will provide assistance in securing the required approvals. Furthermore, it is also understood that the concessionaire is free to introduce new sports activities, subject to applicable guidelines and approvals.	Yes, the bidder's understanding is correct; however, the Concessionaire is not permitted to alter the structure of the building. DDA may facilitate in obtaining necessary permissions however, DDA is not obligated for providing assistance in securing the required approvals.

Queries raised by prospective bidder # 5		
Sl. No.	Query	Response
1	Commercial (Clause No. 1.1,1.2) <ul style="list-style-type: none"> Proposing a revenue-sharing model of 80:20 (Operator: DDA) to ensure operational sustainability and long-term quality delivery. 	The expected commercial model between DDA and the operator would most likely be Fixed Fee with annual increment.
2	Legal/ Commercial (Clause No. 2.5, 2.6) <ul style="list-style-type: none"> Requesting a license period of 25-30 years to make Centre of Excellence investment viable. 	Point has been noted for consideration. Sufficiently long tenure would be provided to the operator, which would be specified in the RFP.
3	Technical/Commercial (Clause 3.6 to 3.8) <ul style="list-style-type: none"> Seeking clarity on whether DDA will assist with any maintenance or utilities, or if 100% liability rests with the operator. 	After handover of the facilities, 100% liabilities rest with the operator.

Queries raised by prospective bidder # 6		
Sl. No.	Query	Response
1	Is the project available on a long-term lease basis, a revenue-sharing model, or are both options available to the bidders?	The expected commercial model between DDA and the operator would most likely be Fixed Fee with annual increment.
2	What is the expected duration of the lease, if applicable (e.g., 15 years + 10 years extension)?	Point has been noted for consideration. Sufficiently long tenure would be provided to the operator, which would be specified in the RFP.
3	Is it permissible to bid for a single site, or is it mandatory to submit a bid for all three sites collectively?	It is not mandatory to bid for all the sites.
4	Will there be any upfront investment or security deposit required? If so, what is the amount and payment timeline?	The operator would be required to submit a Performance Bank Guarantee to the authority after getting selected. The amount and other details would be provided in the RFP.
5	What are the expected timelines for project commencement post-allotment?	The project will be expected to be started within 15-30 days of signing of the concession agreement.

Queries raised by prospective bidder # 7		
Sl. No.	Query	Response
1	Kindly consider including new entities with interest and plans to work in the sports sector	EoI conditions prevails

Dwarka Sector-8



Dwarka Sector 19



Dwarka Sector 23

